

THABAZIMBI LOCAL MUNICIPALITY



2017/18 – 2021/22

INTEGRATED DEVELOPMENT PLAN 2018/19 - 2nd REVIEW





**THIS IS A COPY OF THE INTEGRATED DEVELOPMENT PLAN FOR
2018/19
TO BE APPROVED BY COUNCIL ON THE 30 MAY 2018**

Mayor, Cllr M Moselane

Thabazimbi Local Municipality

Integrated Development Plan 2018/19



Chairperson of Council and custodian of rules and code of ethics
For
Councilors

ELECTED COUNCILLORS

2016 - 2021



Mayor

Cllr M Moselane



MPAC

Cllr G Gouws



Chief Whip

Cllr P Strydom



EXCO

Cllr L Mokgomo



EXCO

Cllr S Ndhlovu



EXCO

Cllr S Makhubela



Speaker

Dr LH Joubert



Ward 1

Cllr R Mokwena



Ward 3

Cllr D Mampeule



Ward 4

Cllr T Hearne



Ward 5

Cllr F Kokonyane



Ward 6

Cllr I Nengwekulu



Ward 7

Cllr T Molefe



Ward 8

Cllr T Ramoabi



Ward 9

Cllr L Serole



Ward 10

Cllr A Ramogale



Ward 11

Cllr X Nozozo



Ward 12

Cllr M Matshelanokana



PR

Cllr D Comakae



PR

Cllr Z Esply



PR

Cllr R Manyama



PR

Cllr J Moloko



PR

Cllr G Ntshabele

BRIEF DESCRIPTION OF THE COAT OF ARMS



Description of the elements of the Coat of Arms for Thabazimbi Local Municipality:	Description of the colours of the Coat of Arms of Thabazimbi Municipality:
<ul style="list-style-type: none"> • The Sun: Symbolizes a brighter future for the municipality. • The Density (horizontal w shape): This shape represents the mountain ranges that create the spectacular scenic beauty that characterizes the plains of Thabazimbi and the Greater Waterberg area. It is also related to the name of the municipality, "Thaba" meaning mountain while "Zimbi" means iron. • The Hut: Symbolizes the need for unity and encourages all people regardless of race, colour and creed to feel that the town is their home. The Hut also represents the cultural and traditional life of the people of Thabazimbi. • Symbol for Iron: Representing the mining activities in Thabazimbi which are one of the major economic mainstays of the town. • The Leopard: As one of the Big Five animals that's found in Thabazimbi. The leopard is a strong animal. It's represents the collective strength and resolve of the people of Thabazimbi to build a prosperous town for all. • The Steel Wheel: Represents the strong agricultural pillar within the broader economic sector of Thabazimbi. • The Cycad: A unique species found in Marakele National Park and surroundings that represents the booming tourism industry from which all the people in Thabazimbi should benefit. • The Leaves: Symbolizes the natural environment and scenic beauty of the area. 	<p>Red: The rich soil upon which our livelihood depends that must be sustainable exploited for future generations.</p> <p>Blue: Represents the ever important dependence on the water elements we find in the Crocodile River, streams and underground water resources.</p> <p>Yellow: Symbolizes a break with the past, beckoning a brighter, prosperous future for Thabazimbi and all who live in it.</p> <p>Green: Represents the natural environment.</p>

TABLE OF CONTENTS

1.	SECTION A	8
1.1	LIST OF ACRONYMS	8
1.2	MISSION, VISION AND VALUES	10
1.3	FOREWORD BY THE MAYOR	11
1.4	EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER	13
2.	SECTION B: THE PLANNING PROCESS	14
2.1	INTRODUCTION	14
2.1.1	COMPOSITION OF IDP STEERING COMMITTEE	16
2.1.2	COMPOSITION OF IDP REPRESENTATIVE FORUM	17
2.1.3	IDP PROJECT TASK TEAM	17
2.2	POLICIES AND LEGISLATIVE FRAMEWORK	18
2.2.1	LEGISLATION	19
2.2.2	LOCAL GOVERNMENT SPHERE	20
2.2.3.	PROVINCIAL GOVERNMENT	20
2.2.4.	NATIONAL GOVERNMENT SPHERE	20
2.2.5.	NATIONAL DEVELOPMENT PLAN	21
2.2.6.	CONSTITUTIONAL MANDATE	22
2.3	MUNICIPAL POWERS AND FUNCTIONS	23
2.4	INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP (ROLES AND RESPONSIBILITY)	25
2.4.1.	PUBLIC PARTICIPATION MEETINGS TO BE HELD DURING 2018/19 IDP PROCESS	26
2.5	PROCESS OVERVIEW (PROCESS PLAN)	27
2.5.1	THE 2018/9 IDP PROCESS	27
2.5.2.	ACTION PLAN: TIME FRAME AND RESOURCES/FOR ALL THE PHASES	28
2.6.	MEC IDP ASSESSMENT 2017/18	41
2.7.	SONA 2018	42
2.8	SOPA 2018	44

2.9	ISSUES AND COMMENTS RAISED BY THE COMMUNITY	46
3.	SECTION C : SITUATIONAL ANALYSIS	56
3.1	DESCRIPTION OF THE MUNICIPAL AREA	56
3.2	DEMOGRAPHICS	63
3.3	KPA: 1 SPATIAL RATIONALE ANALYSIS	80
3.3.1	SETTLEMENT PATTERNS / HIERARCHY OF SETTLEMENTS	88
3.3.2	MAPS: SPATIAL VISION	91
3.3.3	LAND USE COMPOSITION AND MANAGEMENT TOOLS – LUMS AND GIS	93
3.3.4	ILLEGAL OCCUPATION OF LAND / INFORMAL SETTLEMENTS	95
3.3.5	LAND AVAILABILITY	96
3.3.6	DEVELOPMENT NODES AND CORRIDORS	101
3.3.7	LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS	107
3.3.8	SPATIAL SWOT ANALYSIS	108
3.4	ENVIRONMENTAL ANALYSIS	110
3.4.1	ENVIRONMENTAL LEGISLATIVE FRAMEWORK.	110
3.4.2	DEA REQUIREMENTS FOR THE EVALUATION OF IDPS	112
3.4.3	STATUS QUO REGARDING THE ENVIRONMENT & ENVIRONMENTAL ISSUES	113
3.5	KPA- 2 BASIC SERVICES AND INFRASTRUCTURE	120
3.5.1	WATER	120
3.5.2	SANITATION	129
3.5.3	ENERGY AND ELECTRICITY	131
3.5.4	ROADS AND STORMWATER	142
3.5.5	EXPANDED PUBLIC WORKS PROGRAM	145
3.5.6	WASTE MANAGEMENT	146
3.5.7	SWOT ANALYSIS	150
3.5.8	REVENUE ENHANCEMENT STRATEGIES	150
3.5.9	DISASTER MANAGEMENT LEGISLATIVE MANDATE	151
3.5.10	PUBLIC TRANSPORT	152
3.5.11	SOCIAL ANALYSIS	157
3.5.12	HEALTH	161
3.5.13.	SOCIAL DEVELOPMENT	164
3.5.14	SAFETY AND SECURITY	165
3.5.15.	EDUCATION	168
3.5.16.	SPORTS, ART AND CULTURE	172

3.5.17 POST OFFICE AND TELECOMMUNICATION SERVICES	175
3.5.18 LIBRARY	180
3.6 KPA 3: LOCAL ECONOMIC DEVELOPMENT	181
3.7 KPA 4: FINANCIAL VIABILITY	218
3.8 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	250
3.9 KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	266
4. SECTION D: PRIORITIZATION	287
5. SECTION E: STRATEGY PHASE	288
5.1. STRATEGIC ALIGNMENT	289
5.2. STRATEGIC PLANNING SESSION 2018 ACTION PLAN	291
6. SECTION F: PROJECT PHASE AND BUDGET SUMMARY PER KPA	303
6.1 SECTOR DEPARTMENTS AND MINE PROJECTS	303
6.2 PROJECTS PER KPA IN MTEF (2018/19)	310
7 SECTION G : INTEGRATION PHASE	337
7.1 SECTOR PLANS TABLE	337
8. SECTION H: APPROVAL	338

1. SECTION A

1.1 LIST OF ACRONYMS

ABET	Adult Basic Education Training	LDP	Limpopo Development Plan
AFS	Annual Financial Statements	LGSF	Local Government Support Fund
AO	Accounting Officer		
BEE	Black Economic Empowerment	KPAs	Key Performance Areas
BBBEE	Broad Based Black Economic Empowerment	MDG	Millennium Development Goals
BNG	Breaking New Ground	MEC	Member of the Executive Council
BTO	Budget and Treasury Office		
CIP	Comprehensive Infrastructure Plan	MIG	Municipal Infrastructure Grant
CFO	Chief Financial Officer	MIIF	Municipal Infrastructure Investment Framework
CMIP	Consolidated Municipal Infrastructure Programme	MOU	Memorandum of Understanding
CoGHSTA	Co-Operative Governance, Human Settlement & Traditional Affairs	MPRA	Municipal Property Rate Act
CS	Corporate Services	MISS	Management Information Security System
CBD	Central Business Development/ District	mSCOA	Municipal Standard Chart of Accounts
CBP	Community Based Planning	MTBS	Medium Term Budget Statement
DBSA	Development Bank of South Africa	MTEF	Medium Term Expenditure Framework
DWA	Department of Water Affairs	MTSF	Medium Term Strategic Framework
EAP	Employee Assistance Programme	NDP	National Development Plan
EPWP	Expanded Public Works Programme	NGO	Non-Governmental Organization
EEP	Employment Equity Plan	NSDP	National Spatial Development Plan
FBE	Free Basic Electricity	NYS	National Youth Services
FBW	Free Basic Water	OTP	Office of the Premier
FBS	Free Basic Services	PAIA	Promotion of Access to Information Act
GAP	General Accounting Practices	PED	Planning and Economic Development
GIS	Geographical Information System	PGP	Provincial Growth Points
HDIs	Historically Disadvantaged Individual	PHP	People Housing Process
ICT	Information Communication Technology	PMS	Performance Management System
IDP	Integrated Development Plan	PPP	Public Private Partnership
		RBIG	Regional Bulk Infrastructure Grant
IFMS	Integrated Financial Management System	RM	Records Management
INEP	Integrated National Energy Programme	SALGA	South African Local Government Association
ISHS	Integrated Sustainable Human Settlement	SDBIP	Service Delivery and Budget Implementation Plan

IT	Information Technology	SDF	Spatial Development Framework
LED	Local Economic Development	SDR	Skills Development Facilitator
LPSDF	Limpopo Province Spatial Development Framework	SS	Social Services
		SONA	State of the Nation Address
		SOPA	State of the Province Address
		TLM	Thabazimbi Local Municipality
		TOR	Terms of Reference
		TS	Technical Services
		WDM	Waterberg District Municipality
		WSA	Water Services Authority
		WSP	Water Service Provider
		WSP	Workplace Skills Plan
		WSDP	Water Serviced Development Plan

1.2 MISSION, VISION AND VALUES

VISION

“A leading eco-tourist Municipality in the provision of sustainable and excellent services”

MISSION

“Promote, co-ordinate, implement the financial and environmental growth and development through a committed staff and partnership with communities and stakeholders”

VALUE STATEMENT

Accountable, Transparent, Community Centred and Honest Human capital

1.3 FOREWORD BY THE MAYOR

The last few months presented a very challenging, yet revealing experience for myself as Mayor, and the rest of Council as we engaged with stakeholders, to whom we represent on the issues and services that matter to both you and us. I travelled across the entire Municipality affording me an opportunity to view the impact and difference we made as collective also getting your view on what works for you and whether our level of service is acceptable. Indeed the past year has not been easy, though I can safely say that we are slowly turning this ship around.

I am thus grateful for your openness and the positive spirit with which you embraced and engaged this consultation phase, during our integrated planning process. I am very aware of the numerous challenges we face ranging from differing levels of living conditions; informed by limited opportunities within both the public and private sectors, which we are definitely redressing.

Our direct consultation with you formed the foundation for our Five-year plan. The focus of our current IDP together links strongly to our Provincial Growth and Development Strategy as well as our National Development Plan for better-coordinated and integrated development planning in collaboration with all neighbouring municipalities, sector departments and national departments rendering services within the Thabazimbi Local Municipality, area.

An imperative that remains is to mobilise required resources and skills in critical areas to enable us to deliver the best available services to all areas of community be made available at the ideal time when opportunities present in our municipality. Though as government we are not directly responsible for the creation of jobs, we have the responsibility to create a conducive environment and conditions as we are seriously on that path with the review of our Local Economic Development Strategy that in all certainty create a more structured and coordinated economic environment.

Together with all relevant role-players, we will thus also focus on developing a Tourism Plan for the entire municipal area to create more and better opportunities for our local community.



The Management with the full blessing of Council is taking bold steps to improve our revenue collection, in partnership with Provincial Treasury we are in the process of ensuring all government officials owning property in the Thabazimbi Local Municipality area own up to that ownership-responsibility of paying for all services they receive.

We are now collectively taking responsibility for creating better-integrated communities, and that responsibility stretches across sectors with which we are forming lasting relationships to redress social and economic imbalances by providing opportunities for all concerned.

Our new Municipal Manager's visionary active leadership and the new management team has assisted this municipality in averting potential crises and his rare strong managerial qualities on future planning harnesses the limited resources with limited capacity towards realising better services through innovative ways. This year presents challenging yet exciting opportunity for us all to create a better life in partnership with you as I introduce this plan in your benefit.

I look forward to the year in planning, knowing that together we will create a better life for all.

This IDP sets the tone for coordinated transformed government missioned to effect fundamental change.

Cllr. Midah Moselane

Mayor of Thabazimbi Local Municipality

1.4 EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

The IDP 2017/18- 2021/22 (IDP 2018/19 Review), as the strategic planning instrument that guides development planning in a municipal area remains significant for Thabazimbi Local Municipality's Development Agenda. The IDP 2017/18- 2021/22(IDP 2018/19 Review) endeavours to reflect the priorities of Council which are informed by the needs of its citizens.

This plan will also be used to guide the institutional renewal in response to the changing trends and patterns of developmental needs and issues of pertaining to landscape. It will also afford the municipality an opportunity to review its past experiences and successes to re-configure its strategies in order to address previous challenges.

As the municipal administration, it is our responsibility to make things happen as we have an obligation to fulfil tasks that have been assigned to us by Council, mainly, to create an enabling environment that support local democracy, developing, reviewing, and finalizing outstanding policies and by-laws to enhance service delivery. In all our efforts, we will ensure that all existing resources are utilized economically, efficiently, and effectively.

Sound municipal administration processes, systems and procedures are a central focus of institutional transformation and organizational development. Emphasis will be placed on improving revenue collection, identifying new growth paths/ areas, rapidly responding to matters that require urgent intervention i.e, the Eskom and water debt, water quality challenges, decaying infrastructure, handling of public enquiries, public participation/consultation and complaints etc.

The 2017/18- 2021/22 IDP (IDP 2018/19 Review) directs us to be true to the provisions in the preamble of our constitution and ensure that as a management collective we will leave no stone unturned in order to establish Thabazimbi Local Municipality as *"A leading eco-tourist Municipality in the provision of sustainable and excellent services"*

TG Ramagaga

Municipal Manager

Thabazimbi Local Municipality

IDP Document 2018/19 Review

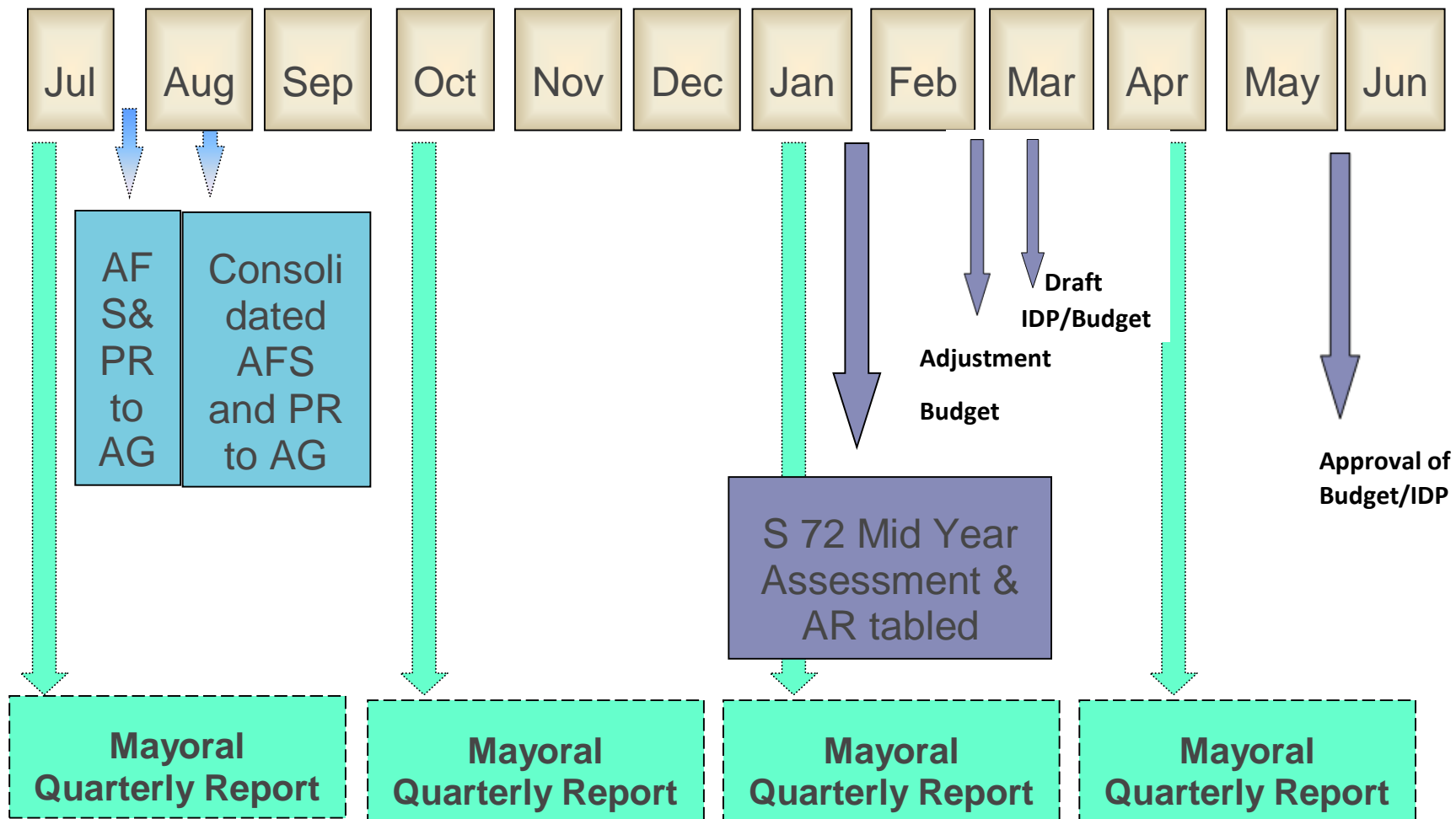


2. SECTION B: THE PLANNING PROCESS

2.1 INTRODUCTION

This document serves as the Draft Integrated Development Plan (IDP) of the Thabazimbi Local Municipality for the 2018/19 financial year, and it highlights developmental issues and matters in the municipal area which should be addressed during the next five years.

REPORTING CYCLE



The IDP was compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that-

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- (a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality; aligns the resources and capacity of the municipality with the implementation of the plan;
- (b) forms the policy framework and general basis on which annual budgets must be based;
- (c) complies with the provisions of this Chapter; and
- (d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality-

- “(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) Binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law”.

Developmental Planning is *“a participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity, and the empowerment of the poor and the marginalized...”* (Forum for Effective Planning and Development 1995, FEPD).

Integrated Development Planning is a cooperative and continuous process that is undertaken by the Municipality and leads to the adoption of the Integrated Development Plan (IDP) and its annual revision based on new data and changing circumstances. The Municipality’s IDP is concerned with allocation of public resources in the most effective and efficient way so as to provide a framework for community, economic, and environmentally sustainable development at the Local level.

The IDP has legal status. It is the instrument for the strategic management of the Municipality and decision-making by Council. The IDP ensures a cooperative approach by the National, Provincial and Local spheres of government to develop and implement projects and programmes on a Priority basis which will empower and benefit the community.

Each sphere of government in South Africa has to see to the optimal allocation and application of resources for its area of jurisdiction. Developmental Planning is therefore an executive function as it has to be overseen by the highest political office at each sphere and should be ratified by the elected political representatives in that sphere.

Developmental Planning has to determine the way in which each sphere sets its budget. Its influence should extend beyond that of government resources and it must serve to mobilize off-budget resources (State Owned Enterprises, Private Sector and Non-Governmental Organisations NGOs). Development Plans also serve to inform the actions of a range of role players, so they have a broader role than merely establishing a one –to –one relationship with budgets.

They should also serve to inspire and guide the self-action of communities and residents by presenting a clear vision for the area and long, medium and short-term development priorities and objectives. Development Planning is a core part of service delivery and development process. Service delivery and development cannot occur without identifying relevant actions, programming the activities and setting in place the requisite resources. The relevant actions are the ones that have the most impact on

- a) Addressing poverty and
- b) Growing the economy.

They need to be sustainable and lead to long-term benefits for a particular area and its people. It is always a challenge to determine these relevant actions in the face of huge needs and limited resources. It requires formulating strategies that are:

- a). Innovative
- b). Inter-sectoral and
- c). spatially targeted.

Development Planning is also central to any performance management system. The setting of development objectives and targets is the basis for measuring performance through appropriate monitoring and evaluation steps. Development Planning is therefore a part of an integrated system of planning and delivery and does not sit as an isolated process de-linked from the actual functioning of a Municipality, Province or Country.

2.1.1 COMPOSITION OF IDP STEERING COMMITTEE

- Municipal Manager
- All S56 Managers
- All Divisional Heads
- All EXCO members
- MPAC Chairperson
- PMT

- Labour Movements

2.1.2 COMPOSITION OF IDP REPRESENTATIVE FORUM

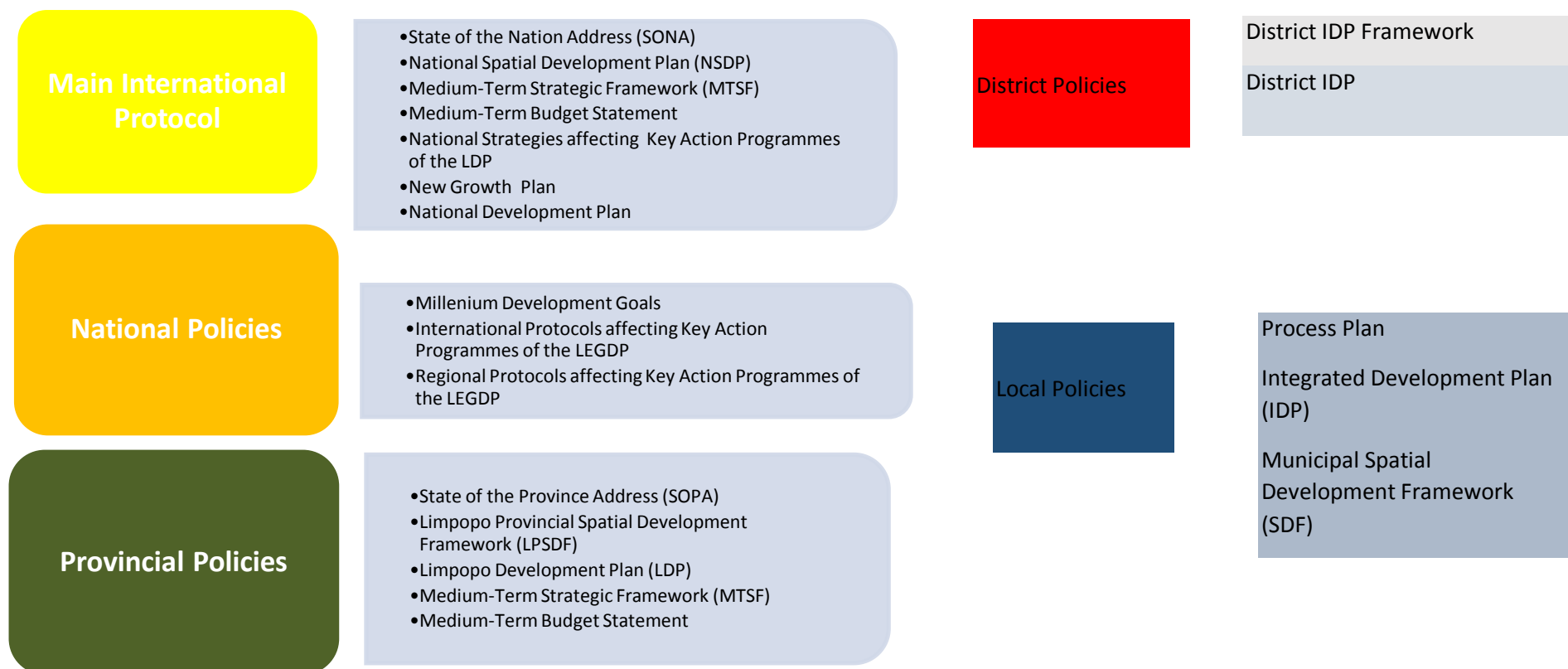
- All Councillors
- Senior Managers and Divisional Heads
- CDWs
- Ward Committees
- Business Sectors
- Informal Sectors
- NGOs and CBOs
- Labour Movements
- Fraternal Ministries
- Traditional Healers
- Taxi Associations
- Farmers Union
- SAWID
- Disability Council
- Youth Council
- Sports Council
- Sector Departments

2.1.3 IDP PROJECT TASK TEAM

- All S56 Managers
- Divisional Head IDP
- Divisional Head Communication

2.2 POLICIES AND LEGISLATIVE FRAMEWORK

The following Policies, Protocols and Legislation inform the drafting of the IDP:

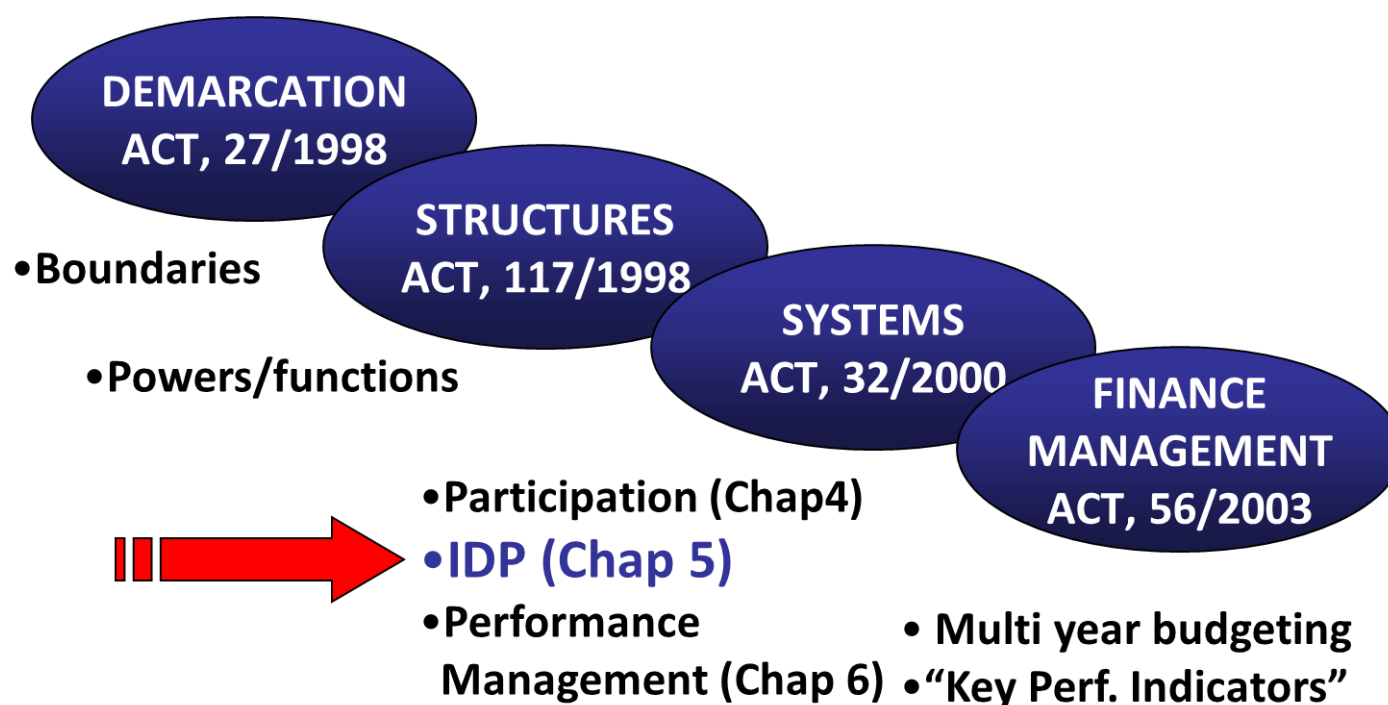


2.2.1 LEGISLATION

Preparation of the IDP is regulated in the Municipal System Act, 2000. It requires adoption of an: IDP Review Framework (Coordination Tool)

IDP Process plan (Management Tool) . The mandate of local government is found in *Section 152 of the Constitution* which include, ensuring the provision of services to communities, promoting social and economic development and encouraging the involvement community organizations in the matters of local government.

Other legislative requirements e.g. MFMA, MPRA, etc



2.2.2 LOCAL GOVERNMENT SPHERE

Development planning in the Local Sphere is conducted through the Integrated Development Planning instrument. Each Municipality in terms of the Municipal Systems Act 32 of 2000 is responsible for:

- Formulating
- Adopting and
- Implementing the Integrated Development Plan (IDP).

The Mayor is to drive the IDP process and has to be adopted by the Municipal Council. Community participation and involvement is central to IDPs. Community/Ward based planning can be a useful way for making more structured inputs in the IDP process and for organising community needs into account together with wider strategic issues incorporating Provincial and National priorities and strategies.

The IDP should reflect the best possible development decisions and trade-offs that focus on viability of Economic, Social, Environmental, Financial and Institutional Sustainability. The Municipal Systems Act, 2000 (Act No. 32 of 2000) prescribes that municipalities should determine a vision for long-term development, development objectives for the elected term of the council and development strategies which are to be aligned with national and provincial sector plans and planning requirements.

These legal requirements correspond perfectly to the requirements of modern municipal management, i.e. all role-players in a municipality need a joint vision as a common ground which provides guidance to everybody - the municipal governing bodies as well as the residents - and which gives direction beyond the council's term of office.

The council's decisions have to be orientated to clearly defined and agreed objectives, which at the same time give orientation to management, and which form the basis for performance management and the accountability of the municipal government towards the residents. The activities of the executive bodies of the council need to be guided and streamlined by strategies which are the result of a joint decision-making process in which the executing agencies and all concerned parties are involved (IDP Guidelines, 2001).

2.2.3. PROVINCIAL GOVERNMENT

Limpopo Development Plan (LDP) is driven by the Premier's office and adopted by the Provincial Legislature.

The LDP should have effect over the entire Province and therefore needs to be completed in consultation with Municipalities and key Provincial stakeholders. The LDP and IDPs should be aligned so that a common strategic path is followed and there are complementarities in the way resources are allocated and in the way delivery occurs.

2.2.4. NATIONAL GOVERNMENT SPHERE

Development Planning at National level occurs through the Medium Term Strategic Framework (MTSF). The MTSF is prepared by the Presidency and approved by the National Cabinet. Like the LDP, the MTSF currently does not have a legal status. The influencing nature of the MTSF over the National budget is still limited. This will improve as the inter-sectoral, geographical and people-centred focus of the MTSF is deepened, and as institutional preparedness issues are addressed.

Intergovernmental Planning, that is, the coordination of development planning across the three spheres of government is a critical area for improvement in order to realize the objective of optimal resource allocation and implementation for the state as a whole for the purpose of:

- Eradicating Poverty and Growing the Economy.

Enhanced development planning across Government will contribute to the existing Planning Framework that includes the planning cycle, which culminates in the MTSF and annual State of Nation Address.

The IDP Hearing analysis together with an analysis of Provincial capacities forms the basis of the Intergovernmental Planning support strategy that focuses on an action plan for Limpopo Province and relevant to the context of the Limpopo Province and Waterberg District Municipalities i.e. Thabazimbi Municipality in this case.

Overall, IDP is a plan that the community contributes towards by giving their developmental and service delivery needs. Once this has been achieved, the needs are prioritised in an integrated manner by determining the activities and operational plans and guide the allocation of resources over a five-year period.

2.2.5. NATIONAL DEVELOPMENT PLAN

The NDP is a vision 2030 and represents the strategic framework within which the planning needs to take place.

Focus areas of NDP are:

- Economy and employment
- Economic infrastructure
- Transition to a low carbon economy
- Rural economy
- South Africa in the region and the world
- Spatial settlement planning
- Education, skills and innovation
- Health
- Social protection
- Citizen safety
- A capable state
- Fighting corruption
- Social Cohesion, Nation building and transformation

2.2.6. CONSTITUTIONAL MANDATE

Chapter 7 of the Constitution

Status of municipalities

151 (1) The local sphere of government consist of municipalities, which must be established for the whole territory of the republic.

(2) The executive and legislative authority of a municipality is vested in its municipal council

(3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the constitution;

Objectives of local government

152 (1) The objectives of local government are-

- (a) To provide democratic and accountable government for local communities;
- (b) To ensure the provision of service to communities in a sustainable manner;
- (c) To promote social and economic development;
- (d) To promote a safe and healthy environment; and
- (e) To encourage the involvement of communities and community organizations in matters of local government

Establishment of municipalities

Section 155 provides for three categories of municipalities:

- (a) Category A- Is a municipality that has exclusive municipal executive and legislative authority in its area;
- (b) Category B- Is a municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls (Thabazimbi Local Municipality is classified within this category);
- (c) Category C- Is a municipality that has municipal executive and legislative authority in an area that includes more than one municipality- (Waterberg District Municipality fall within this category)

2.3 MUNICIPAL POWERS AND FUNCTIONS

Schedule 4 & 5 ,Sections 156 of the Constitution, 8 of the Municipal Structures Act and 84 of the Municipal Structures Act outline the powers and functions of the municipal

Key: ATP = Authority to perform PFM = Powers Performed by Thabazimbi Municipality ESP = External Services Provider S78 = Section 78 Process in terms of Systems Act Complete SDA = Service Delivery Agreement in Place					
Functions of the Local Municipality according to the Constitution, the Municipal Structures Act and Systems Act	ATP	PFM	ESP or other sphere of Govt.	S78	SDA
Air pollution	Yes	No	Yes	No	No
Building Regulations	Yes	Yes	Yes	No	No
Child Care Facilities	Yes	No	Yes	No	No
Electricity Reticulation	Yes	Yes	Yes	Yes	Yes
Storm Water	Yes	Yes	Yes	No	Yes
Trading Regulations	Yes	Yes	No	No	No
Water (Potable)	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	No	No
Billboards and the display of advertisements in public places	Yes	Yes	Yes	No	No
Cleansing	Yes	Yes	No	No	Yes
Control of public nuisance	Yes	Yes	No	No	No
Control of undertaking that sell liquor to the public	Yes	No	Yes	No	No
Fencing and fences	Yes	Yes	No	No	No
Municipal parks and Recreation	Yes	Yes	No	No	No
Noise Pollution	Yes	Yes	No	No	No
By- Laws	Yes	Yes	No	No	No
Public Spaces	Yes	Yes	Yes	No	No
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Yes	Yes	Yes	No	Yes
Street Trading	Yes	Yes	No	No	No
Street Lighting	Yes	Yes	No	No	No
Traffic and Parking	Yes	Yes	Yes	No	No
Bulk supply of Electricity	Yes	Yes	No	No	Yes

Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.	Yes	Yes	No	Yes	Yes
Bulk Water Supply	Yes	Yes	Yes	No	Yes
Bulk sewage purification and main sewage disposal	Yes	Yes	Yes	No	No
Cemeteries and Crematoria	Yes	Yes	Yes	No	No
Municipal roads	Yes	Yes	No	No	No
Education	No	No	No	No	No
Fire-Fighting Services	Yes	Yes	No	Yes	Yes
Local Economic Development	Yes	Yes	Yes	No	No
Municipal Abattoir	Yes	Yes	No	Yes	No
Municipal Airports	Yes	No	No	No	No
Municipal Health Services	Yes	No	Yes	No	Yes
Municipal Transport Planning	Yes	Yes	No	No	No
Municipal Public Works	Yes	Yes	No	No	No
Municipal Planning	Yes	Yes	Yes	No	No
Safety and Security	No	No	Yes	No	No
Social development	No	No	Yes	No	No
Sports, Arts and Culture	No	Yes	Yes	No	Yes

2.4 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP (ROLES AND RESPONSIBILITY)

STAKEHOLDERS/ROLE PLAYERS	ROLES AND RESPONSIBILITIES
INTERNAL STAKEHOLDERS	
THE MAYOR	Tables the IDP Review and Budget to Council
EXCO	Recommends the approval of the IDP Review to council
COUNCIL	Political decision making body Consider, adopt and approve the IDP Review Ensured alignment of the reviewed IDP report with the District framework. Ensured that all relevant stakeholders are involved Responsible for the overall management, coordination and monitoring of the IDP Review process
MUNICIPAL MANAGER	Manages and coordinate the review process Ensure that all departments work according to the organisational vision
DIVISIONAL HEAD IDP	Preparation of the Process Plan Ensures that all relevant stakeholders are appropriately involved Ensures that the planning process is participatory, strategic and implementation oriented Responds to comments from vertical and horizontal alignment
HEADS OF DEPARTMENTS	Provide relevant technical and financial information for analysis for determination priority issues Contribute technical expertise in the consideration and finalisation of strategies and identification of projects Provide departmental operational and capital budgetary information
DISTRICTMUNICIPALITY	Provide support to the municipality Facilitate the compilation of a framework and alignment between local municipalities, as well as between the municipality and the District
IDP/Budget Steering Committee	Provide terms of reference for subcommittees and the various planning activities. Commission research studies Consider and comments on inputs from role players Process, summarize and draft outputs Make recommendations.

Representative Forum	<p>Represent the interests of their constituents in the IDP process.</p> <p>Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and the municipality.</p> <p>Monitor the performance of the planning and implementation process.</p> <p>Inclusion of their projects in the IDP of the municipality.</p> <p>Provide information on the opportunities that the communities may have in the Private Sector.</p>
Ward Committees	<p>Determine the priority issues for the ward as a whole.</p> <p>To ensure all the Wards are properly catered.</p> <p>Articulates the community needs and Participates in the community consultation meetings</p> <p>Represent the interest and contribute knowledge and ideas and Identify and prioritise needs</p> <p>Discuss and comment on the draft IDP review and Monitor performance in the implementation of the IDP Review</p> <p>Participate in the IDP Representative Forum</p> <p>Representatives be part of meetings or workshops to prepare for and follow-up on planning activities</p>
PROVINCIAL DEPARTMENTS, COGTA& SECTOR DEPARTMENTS	<p>Coordinate training,provide financial support and general IDP guidance.</p> <p>Facilitate coordination and alignment between District and the Municipality and adjacent Municipalities</p> <p>Provide relevant information on sector departments policies, programmes, business plans and budgets</p> <p>Contribute sector expertise and technical knowledge to the formulation of municipal policies and strategies</p>

2.4.1. PUBLIC PARTICIPATION MEETINGS TO BE HELD DURING 2018/19 IDP PROCESS

PUBLIC CONSULTATION	NO OF MEETINGS HELD
IDP REP FORUMS	3
IDP STEERING COMMITTEE	6
WARD BASED PUBLIC CONSULTATION	16
TOTAL	25

The above-mentioned meetings were held on a regular basis by giving participants sufficient notice of such meetings. The composition of the meetings were done to suit the local circumstances of the Thabazimbi Local Municipality and to ensure that sufficient representation and participation on local level could be achieved. Most of the work was done at the Steering Committee level, while

public participation took place during Representative Forum meetings and public consultation held, where local needs and issues were raised. Reports on progress with the IDP process were given to the Representative Forum for discussion.

2.5 PROCESS OVERVIEW (PROCESS PLAN)















2.5.1 THE 2018/9 IDP PROCESS

- The IDP process started in July 2017 through the development of the Process Plan for 2018/19 which was adopted by Council on the 28 September 2017
- The 1st IDP/Budget/PMS Steering Committee was held on the 25 September 2017 in Municipal Chamber.
- The 1st IDP/Budget/PMS Rep Forum was held on the 26 September 2017 at PPC Mine Rec Club.
- The 2nd Steering Committee was held on the 24 October 2017 in Municipal Chamber
- The 2nd IDP/Budget/ PMS Rep Forum was held on the 25 October 2017 at Kumba Bioscope Hall.
- The 3rd IDP/Budget/PMS Steering Committee was held on the 9 March 2018 in Municipal Chamber
- The Draft IDP 2018/19 noted by Council on the 28 March 2018
- The Community was given 21 days to comment on the Draft IDP 2018/19 from 1 April 2018 to 4 May 2018 on the local newspaper extended to 7 May 2018
- The 4th IDP/Budget/PMS Steering Committee was held on the 11 April 2018 at Municipal Chamber
- The 5th IDP/Budget/PMS Steering Committee was held on the 2 May 2018 at Municipal Chamber
- The 3rd IDP/Budget/ PMS Rep Forum was held on the 03 May 2018 at Kumba Bioscope Hall.
- The 6th IDP/Budget/PMS Steering Committee was held on the 21 May 2018 at Municipal Chamber

2.5.2. ACTION PLAN: TIME FRAME AND RESOURCES/FOR ALL THE PHASES

	Thabazimbi Municipality		Waterberg District Municipality	CoGHSTA		OTP	
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FIRST QUARTER ACTION PLAN (JULY, AUGUST, SEPTEMBER 2017)

IDP	PHASE O: PREPARATION Planning Activities	RESPONSIBLE	KEY DEADLINE	JULY				AUGUST				SEPTEMBER			
				1	2	3	4	1	2	3	4	1	2	3	4
	Preparation of IDP/Budget/PMS Process Pan	Div. Head IDP, Div Head Budget and Treasury & Div Head PMS	1 st -4 th week July 17												
	WDM 1 st IDP/PMS Managers Framework/Process plan	Div. Head IDP, PMS & WDM	3 rd week July 17												
	WDM 1 st District Development Planning Forum	Div. Head IDP, Sec. 57 Managers & WDM	1 st week Aug 17												
	WDM 1 st MM's Forum	MM	2 nd week Aug 17												
	WDM 1 st Rep Forum on Framework	Div. Head IDP, PMT, EXCO & WDM	2 nd week Aug 17												
	1 st Provincial Development Planning Forum	All Sec 57 Managers, WDM, Div. Head IDP	2 nd week Aug 17												
	WDM IGR Forum	MM	2 nd week Aug 17												
	TBZ 1 st Rep Forum	All Stakeholders	3 rd week Aug 17												
	TBZ 1 st MPAC Meeting	MPAC Committee	2 nd week Sep 17												
	Provincial IDP Engagement Session	Div Head IDP & All Sec 57 Managers	2 nd week Sept 17												
	TBZ 1 st EXCO Meeting	EXCO	2 nd week Sept 17												

	TBZ 1 st Council Meeting	Council	4 th week Sept 17														
IDP	PHASE 1: ANALYSIS Planning Activities	RESPONSIBLE	KEY DEADLINE	JULY				AUGUST				SEPTEMBER					
				1	2	3	4	1	2	3	4	1	2	3	4		
	Collection of latest data and statistics on situational analysis	Div. Head IDP	1 st - 4 th week July 17														
	Review of baseline information	Div. Head IDP & All Managers	1 st - 4 th week Sept 17														

	ACTIVITY	RESPONSIBLE	KEY DEADLINE	JULY				AUGUST				SEPTEMBER			
	SDBIP approves by the Mayor	Mayor, Div Head PMS	1 st week July 17												
	Prepare Performance Agreements of Managers	MM, Div Head PMS	4 th week July 17												
	Submission of fourth quarter report to Management team and to Performance Audit Committee	MM, Div Head PMS	1 st week Aug 17												
	Consolidate the performance Chapter of Annual Report	MM, Div Head PMS	3 rd week Aug 17												
BTO	Commence planning for next three year budget, reviews of IDP and budget policies and consultation in accordance with budget process coordination role-review previous year's budget evaluation checklist, council delegations and budget time schedules of key deadlines.	Mayor	1 st week of July 17												
	Establish departmental budget committees to include portfolio councillors and officials and delegate tasks in accordance with delegations policies.	ACFO, AMM	1 st week of July 17												















SECOND QUARTER ACTION PLAN (OCTOBER, NOVEMBER, DECEMBER 2017)
















IDP	PHASE 2: STRATEGY Planning Activities	RESPONSIBLE	KEY DEADLINE	OCTOBER				NOVEMBER				DECEMBER			
				1	2	3	4	1	2	3	4	1	2	3	4
	WDM 2 nd IDP/PMS Managers Meeting	Div. Head IDP, PMS & WDM	1 st week Oct 17												
	TBZ 2 nd EXCO Meeting	EXCO	4 th week Oct 17												
	Notice to the public of the Public Participation Programme	Div Head IDP	2 nd week Oct 17												
	TBZ 1 st Round of Public Participation	All Wards, Councillors, Officials	1 st - 4 th week Sep 17												
	TBZ 2 nd IDP/Budget Steering Committee meeting on Analysis	All Managers, All Div. Heads, EXCO, PMT	4 th week Oct 17												
	TBZ 2 nd Rep Forum on Analysis & prioritization	Stakeholders	4 th week Oct 17												
	TBZ 1 st Council Consultation Meeting on Public Participation	All Councillors, Ward Committees & CDWs	1 st week Oct 17												
	WDM 2 nd Rep Forum	Div. Head IDP, PMT, EXCO & WDM	2 nd week Nov 17												
	WDM 2 nd MM Forum	MM	2 nd week Nov 17												
	2 nd IGR Forum	MM	2 nd week Nov 17												
	TBZ 3 rd EXCO Meeting	EXCO	3 rd week Nov 17												

Thabazimbi  Waterberg  CoGHSTA  OTP 

THIRD QUARTER ACTION PLAN (JANUARY, FEBRUARY, MARCH 2018)

IDP	PHASE 3: PROJECT Planning Activities	RESPONSIBLE	KEY DEADLINE	JANUARY				FEBRUARY				MARCH			
				1	2	3	4	1	2	3	4	1	2	3	4
	TBZ 2nd MPAC Meeting	MPAC Committee	2 nd week Jan 18												
	TBZ Strategic Planning Session	EXCO, Councillors, Officials, Stakeholders	3 rd week Jan 18												
	TBZ 4 th EXCO Meeting	EXCO	2 nd week Jan 18												
	TBZ 3 rd Council Meeting	Council	4 th week Jan 17												
	TBZ 3 rd MPAC Meeting	MPAC Committee	2 nd week Feb 18												
	WDM 3rd MM Forum	MM	2 nd week Feb 18												
	TBZ 5 th EXCO Meeting	EXCO	3 rd week Feb 18												
	TBZ 1 st Special Council Meeting	Council	4 th week Feb 18												
	3rd IGR Forum	MM	3 rd week Feb 18												
	3rd Provincial IDP Engagement Session on Project Phase	Div Head IDP & All Managers	3 rd week Feb 18												
	WDM Strategic Planning Forum	WDM, TBZ Managers, EXCO, Div. Head IDP, Stakeholders	4 th week Feb 18												

Thabazimbi Waterberg CoGHSTA OTP **FOURTH QUARTER ACTION PLAN (APRIL, MAY, JUNE 2018)**

IDP	PHASE 4 : INTEGRATION Planning Activities	RESPONSIBLE	KEY DEADLINE	APRIL				MAY				JUNE			
				1	2	3	4	1	2	3	4	1	2	3	4
	TBZ 5 th MPAC Meeting	MPAC Committee	2 nd week April 18												
	WDM 4 th MM Forum	MM	2 nd week Apr 18												
	4 th IGR Forum	MM	3 rd week Apr 18												
	WDM 4 th IDP/PMS Management Committee Meeting	Div. Head IDP, PMS & WDM	3 rd week Apr 18												
	TBZ 7 th EXCO Meeting	EXCO	4 th week April 17												
	Notice to the public of the Public Participation Programme	Div Head IDP	1 st week April 18												
	TBZ 4 th IDP/Budget Steering Committee meeting on Analysis	All Managers, All Div. Heads, EXCO, PMT	1 st week May 18												
	TBZ 3 rd Rep Forum on the final IDP and Budget documents for 2018/19	Stakeholders	1 st week May 18												
	TBZ 2 nd Council Consultation Meeting on Public Participation	All Councillors, Ward Committees & CDWs	2 nd week April 18												
	TBZ 2 nd Round of Public Participation	All Wards, Councillors, Officials	2 nd week Apr – 3 rd week May 18												

Public comments invited for the Draft IDP/Budget for 21 days	Div. Head IDP & MM	1 st -4 th week April 18														
TBZ 8 th EXCO Meeting	EXCO	2 nd week May 18														
PHASE 5: APPROVAL Planning Activities	RESPONSIBLE	KEY DEADLINE	1	2	3	4	1	2	3	4	1	2	3	4		
TBZ 9 th EXCO Meeting	EXCO	4 th week April 17														
WDM 4 th Rep Forum	Div. Head IDP, PMT, EXCO & WDM	3 rd week May 18														
WDM Development Planning Forum	Div. Head IDP, Sec 57 Managers & WDM	3 rd week May 18														
TBZ 5 th Council Meeting on Approval and adoption of Final IDP 2018/19	Council	4 th week May 18														
TBZ 6 th MPAC Meeting	MPAC Committee	2 nd week June 18														
TBZ 9 th EXCO Meeting	EXCO															
Submission of adopted IDP for 2018/19 within 10 days of approval	Div Head. IDP,	2 nd week June 18														
Notice to the Public of approval of Final IDP 2018/18 within 14 days of adoption	Div Head Admin and Communication	1 st week June 18														

ACTIVITY	RESPONSIBLE	KEY DEADLINE	APRIL				MAY				JUNE			
3 rd quarterly review of PMS action Steps (Quarterly meeting of Audit Committee)	MM/ Div Head PMS	2 nd week of April 18												
Develop Draft 2018/19 SDBIP*	MM, Div Head PMS, Sec 56 Managers	2 nd week of April 18												
Submit the Draft SDBIP to Council	MM, Div. Head PMS	4 th week of May 18												

	3 rd quarterly PMS Audit Report to MM and Audit Committee	Div Head PMS	3 rd week of April 18													
	Community input into Organisational KPI's and Targets	Div Head PMS/ MM/ IDP Manager	1 st week of April 18													
	Approved SDBIP publicised for information and monitoring purposes	MM														

BGT	Implement changes to 2018/19 Tabled Budget from community participation process	CFO	1 st week of May 18													
	Submission 2018/19 Final Budget to the Mayor	CFO	1 st week of May 18													
	2018/19 IDP/Budget adopted by Council	Council	2 nd week of May 18													
	Approve SDBIP	Mayor	4 th week of June 18													
	Submit approved budget to the provincial and national treasuries	AO, MM	4 th week of June 18													

Critical Notes: Finalize IDP Implementation Plan - May 2018

2.6. MEC IDP Assessment 2017/18

Municipality	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Thabazimbi	Medium	High	High	High	High	Medium	High	High	low

Waterberg District			
Municipality	IDP Assessment	IDP-SDBIP Alignment	Overall Rating
Waterberg District	High	Aligned	High
Bela-Bela	High	Aligned	High
Mogalakwena	High	Aligned	High
Lephalale	High	Aligned	High
Thabazimbi	High	Aligned	High
Mookgopong	High	Aligned	High
Modimolle	High	Aligned	High

2.7. SONA 2018

- The state we are in as a nation is that while poverty declined significantly following the democratic breakthrough of 1994, we have seen reverses in recent years.
- Poverty levels rose in 2015, unemployment has gone up and inequality has persisted.
- For several years our economy has not grown at the pace needed to create enough jobs or lift our people out of poverty.
- Public finances have been constrained, limiting the ability of government to expand its investment in economic and social development.
- Since the start of the current Parliament, our public employment programmes have created more than 3.2 million work opportunities.
- Government's free basic services programme currently supports more than 3.5million indigent households.
- More than 17 million social grants are paid each month, benefiting nearly a third of the population.
- Today we have nearly a million children in early childhood development facilities.
- We are seeing improvements in the outcomes of our basic education system.
- The matric pass rate increased from 60.6 percent in 2009 to 75.1 percent last year.
- There are currently almost a million students enrolled in higher education, up from just over 500,000 in 1994.
- We have seen a moderate recovery in our economy and a broader, sustained recovery in the global economy.
- Commodity prices have improved, the stock market has risen, the rand has strengthened and there are early indications that investor confidence is on the rise.
- We have taken decisive measures to address concerns about political instability and are committed to ensure policy certainty and consistency.
- Business confidence among South African companies has improved and foreign investors are looking anew at opportunities in our country.
- Some financial institutions have identified South Africa as one of the hot emerging markets for 2018.
- This year, we will be initiating measures to set the country on a new path of growth, employment and transformation.
- We have to build further on the collaboration with business and labour to restore confidence and prevent an investment downgrade.
- Tough decisions have to be made to close our fiscal gap, stabilise our debt and restore our state-owned enterprises to health.
- At the centre of our national agenda in 2018 is the creation of jobs, especially for the youth.
- One of the initiatives will be to convene a Jobs Summit within the next few months to align the efforts of every sector and every stakeholder behind the imperative of job creation.
- The summit will look at what we need to do to ensure our economy grows and becomes more productive, that companies invest on a far greater scale, that workers are better equipped, and that our economic infrastructure is expanded
- To this end, we will organise an Investment Conference in the next three months, targeting both domestic and international investors, to market the compelling investment opportunities to be found in our country.
- We are going to address the decline over many years of our manufacturing capacity, which has deeply affected employment and exports.
- We will seek to re-industrialise on a scale and at a pace that draws millions of job seekers into the economy.
- To further stimulate manufacturing, we will forge ahead with the localisation programme, through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement.
- We have already spent more than R57 billion on locally-produced goods that may have been imported from other countries.

- Special economic zones remain important instruments we will use to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs.
- The process of industrialisation must be underpinned by transformation.
- Through measures like preferential procurement and the black industrialists programme, we are developing a new generation of black and women producers that are able to build enterprises of significant scale and capability.
- We will improve our capacity to support black professionals, deal decisively with companies that resist transformation, use competition policy to open markets up to new black entrants, and invest in the development of businesses in townships and rural areas.
- Radical economic transformation requires that we fundamentally improve the position of black women and communities in the economy, ensuring that they are owners, managers, producers and financiers.
- Our most grave and most pressing challenge is youth unemployment.
- It is therefore a matter of great urgency that we draw young people in far greater numbers into productive economic activity.
- Young South Africans will be moved to the centre of our economic agenda.
- They are already forming a greater proportion of the labour force on our infrastructure projects and are the primary beneficiaries of programmes such as the installation of solar water heaters and the war on leaks.
- We continue to draw young people in far greater numbers into productive economic activity through programmes such as the Employment Tax Incentive.
- Next month, we will launch the Youth Employment Service initiative, which will place unemployed youth in paid internships in companies across the economy.
- Together with our partners in business, we have agreed to create a million such internships in the next three years.
- Mining is another area that has massive unrealised potential for growth and job creation is mining.
- We need to see mining as a sunrise industry.
- This year, we will intensify engagements with all stakeholders on the Mining Charter to ensure that it is truly an effective instrument to sustainably transform the face of mining in South Africa.
- Processing of the MPRDA Amendment Bill through both houses of parliament is at an advanced stage, with an indication by Parliament that the Bill will reasonably be finalised during the first quarter.
- Government will honour its undertaking to set aside at least 30 percent of public procurement to SMMEs, cooperatives and township and rural enterprises.
- We will continue to invest in small business incubation.
- The establishment through the CEOs Initiative of a small business fund – which currently stands at R1.5 billion – is an outstanding example of the role that the private sector can play.
- We are also working to expand economic opportunities for people with disabilities. Among other things, the Small Enterprise Finance Agency – SEFA – has launched a scheme to develop and fund entrepreneurs with disabilities called the Amavulandlela Funding Scheme.
- Agriculture presents one of the greatest opportunities to significantly grow our economy and create jobs.
- Agriculture made the largest contribution, by a significant margin, to the improved growth of our economy in the second and third quarters of 2017.
- Tourism is another area which provides our country with incredible opportunities to, quite literally, shine.
- Tourism currently sustains 700,000 direct jobs and is performing better than most other growth sectors.

- We will soon establish a Digital Industrial Revolution Commission, which will include the private sector and civil society, to ensure that our country is in a position to seize the opportunities and manage the challenges of rapid advances in information and communication technology.
- South Africa has acceded to the Tripartite Free Trade Area agreement, which brings together SADC, COMESA and the East African Community.
- The free trade area will combine markets of 26 countries with a population of nearly 625 million.
- South Africa will this year take over the chair of the BRICS group of countries, and will give priority to the promotion of value-added trade and intra-BRICS investment into productive sectors.

2.8 SOPA 2018

- Last year, we reported that the number of children who were enrolled in Grade R in public schools was 123 356. Today the number of children enjoying access to Grade R in public schools has increased to 127 000.
- We have also increased the number of our public Grade R classes from the current 2 325 to 2 441 schools. We are also intensifying advocacy to ensure that all 5 year olds are enrolled for Grade R in public Primary Schools.
- In the same vein, we are training 26 041 ECD practitioners at NQF level 4. In addition, 200 more Practitioners will be enrolled for NQF level 6 in a three year programme at the University of the North-West.
- We have also trained 53 Curriculum Advisors in Maths, Science and Technology through the Continuous Professional Development Centre. An additional 1 141 educators were trained in Numeracy and Mathematics teaching strategies and content delivery.
- In the 2018/19 Financial Year, we are going to provide special training to 540 Educators in Mathematics, Science and Commercial Subjects. This will be supplemented by the training of 85 Curriculum Advisors in Mathematics, Science and Commercial Subjects.
- We will also train 2 175 Educators in content and methodology in Mathematics, Numeracy and languages.
- Our commitment to provide scholar transport for those learners whose nearest schools are 5 kilometres or more, away from their homes is unwavering.
- In 2017 alone we provided scholar transport to 255 schools across the province. This year we are increasing the number of schools which will benefit from scholar transport to 380.
- The School Nutrition Programme also plays an important role in ensuring the improvement of learner attendance and contributing towards effective learning.
- This year, almost 3 800 schools will benefit from the provisioning of meals as per the National Schools Nutrition Programme. In this regard, we will contract over 10 500 food handlers that will be supplemented by an additional 145 school-based monitors.
- This year, we will:
- Connect 134 schools with drinking water and decent sanitation facilities
- We will build 400 new classrooms, 100 specialist rooms, 9 new schools and 50 Grade R classrooms; and also,
- Renovate 100 schools.
- The No-fee-School policy remains one of the most progressive policy interventions by the ANC-led government.

- This year in Limpopo alone, 41 459 more learners will benefit from this No-Fee-School policy. This will take the overall number of benefitting children to almost 1.7 million learners.
- There is no doubt that we are well on track in realising the ideals of our forebears by opening the doors of learning and culture in our country.
- Early this year we announced an increase in Grade 12 results from 62.6% in 2016 to 65.6% in 2017 – an increase of 3.2%.
- Our efforts have indeed begun to bear fruits in that through Municipal Infrastructure Grant alone, we have managed to:
- Provide additional 75 491 households with portable drinking water;
- We have connected 2 167 more households to decent sanitation facilities;
- We have provided an additional 135 559 households with access to refuse removal; and most importantly
- We have electrified an additional 15 620 households;
- The provincial economy is predominantly driven by the mining and commodity services sectors that contribute 27.6% and 23.8%, respectively. They are followed by Trade and Finance that contribute 15.3% and 14.6%, respectively.
- On the other hand, the Agriculture, Manufacturing and Construction sectors have the lowest contribution towards provincial GDP at 2.4%, 3.3% and 3.3%, respectively.
- Currently, an amount of R147 million has been set aside to support the roll-out of basic infrastructure in the receiving SEZ municipalities of Musina and Makhado.
- In addition, we will commence construction of the following road projects:
 - The R523 road to Alldays;
 - The road from Lemondkop to Olifantshoek;
 - The road from Nkowankowa to Deerpark;
 - The road from Senwabarwana to Indermark;
 - The road from Tompi Seleka to Mogaladi to Phokwane;
 - The road from Riba Cross to Ga-Riba village; and
 - The road from Marulaneng to Ga-Maila to Mphanama to Ga-Nchabeleng
 - The road from Mmamatonya to Mehlaeng.

2.9 ISSUES AND COMMENTS RAISED BY THE COMMUNITY

Public participation was undertaken during April 2018. Below are issues raised by different Wards:

Various community Inputs on the Thabazimbi Local Municipality 2018/19 tabled (draft) IDP/Budget review:

The Municipality acknowledge the inputs and comments by various communities during the public consultation process for Thabazimbi Local Municipality's 2018/19 Draft IDP and MTREF in terms of paragraph 15 of the Municipal Budget and Reporting Regulation together with section 09 of the Tariffs policy.

Thabazimbi Local Municipality has compiled the 2018/19 budget and IDP in line with the Constitution of the country, Municipal Systems Act (MSA), Municipal Financial Management Act (MFMA), Treasury Budget related Circulars and other relevant legislation.

These inputs and comments will be tabled before Council at the end of May 2018 and below are responses to the inputs and comments received from various community members, written and through Public Participation:

SECTION A: WRITTEN COMMENTS

1. *Comment on Draft IDP & Budget 2018/19 & related policies/by-laws from Thabazimbi Business Chamber and Rate Payers Association dated 10 May 2018*

→ Please confirm the period addressed by the IDP? Is it a 5- year plan or a 6 year plan (2017 2022) as dated on the front page of the document?

Respond: *It's a 5 year plan (2017/18 -2021/22)*

→ It is of concern though to see how **little has been budgeted towards tourism as the "priority sector"** and considering the focus given through the vision statement
 It is felt that the focus in the vision given to "leading **eco-tourist** Municipality", might limit Destination Thabazimbi's positioning in a very competitive tourism market. Although the eco-tourism segment is a priority segment, we feel the vision should rather read... "a leading tourism-focused Municipality in the provision of sustainable and excellent services"

Respond: *Will consider during the next Strat Plan 2019/2020. Eco-tourism is tourism directed towards exotic natural environment, intent to support conservation efforts and observe wild life*

→ We appreciate the mission underlining the importance of stakeholder partnership
To this end, we suggest a **quarterly stakeholder engagement forum**, similar to the newly established mining forum to continue honest engagement on progress made and areas needing further collaboration

Respond: *Will be considered when developing SDBIP for 2018/19 financial year.*

→ Page 10: Where can we find details of the different members forming the 'Councils', eg. Sports Council.

Respond: *These are structures Office of the Mayor is responsible to establish and launch during 2018/19 financial year*

→ Page 11: Does the Waterberg District IDP also inform the TLM IDP?

Respond: *Yes it does, it will be included on the final document to be approved by Council.*

→ Page 13: The IDP should reflect the best possible development decisions and trade-offs that focus on viability of Economic, Social, Environmental, Financial and Institutional Sustainability. Please explain how the Civic Centre project of R80m supports this statement? Although we support the vision of a Municipal Administration under one roof or in close proximity to each other, we believe there are more urgent community priorities over the next 2-3 years. We suggest further engagement with Kumba / AMSA to lease / occupy some of the vacant buildings such as the old mine admin block. Such a move will achieve the much needed connecting of human resources, but also allow for capital to be invested in upgrading very old infrastructure or investments to bolster the tourism product offering.

Respond: *We agree with your suggestion and engagements has already started with Kumba to lease their old mine Admin Block. However, it still remain a vision of the municipality to have one building for all, in a medium to long term*

→ Page 89/90: Cycle lane is a great idea, but did not see it as a capital project in budget?

Respond: *Statement says that visibility of a separate cycle lane along this corridor should be investigated.*

→ Page 90: Railway Commuter Travel should be supported through structured efforts. Also essential as an 'activity / attraction' that can be linked with tourism.

Respond: *Statement welcomed*

→ Page 111: Water loss of 42%. Has this been factored in the budget process? What are targets to reduce over the next 5 years?

National target is 7% or less. Would recommend that a coordinated plan between key role players be elaborated on in this section. For example, DWS Forum to be revived

Respond: *Magalies Water CSI project under construction in Ipelegeng, fixing of bulk water line and replacement of water meters*

→ Page 113: Define RBIG? This project is not listed under capital projects in budget?

Respond: *Regional Bulk Infrastructure Grant.*

→ Page 118: Can the planned “Eskom Take-over” be elaborated on? Will this follow a public participation process? Also, we recommend mentioning and stating objectives of the electricity business plan.

Respond: *This is subjected to NERSA approval and Public Participation Process through Section 78 process. MSA objectives are listed below the statement to take over.*

→ Page 119: What is the current electricity loss? 28 or 34%? Has this been factored in the budget process? What are targets to reduce over the next 5 years? Does this include “illegal connections” as well?

Respond: *Will rectify on final IDP. It includes installation of smart metering electricity project which will eliminate illegal connections.*

→ Page 127: For which part / section is this SWOT? No reference to tourism at all??

Respond: *For Basic Service Delivery KPA, tourism is part of LED KPA page 171.*

→ Also show that more focus is being given on monitoring & evaluating the previous year’s implementation effort, with clearly stated key performance indicators and evaluation of the stated priority projects.



Respond: *SDBIP to be approved and publicized 30 days after approval of the Budget*

2. Draft Medium Term Revenue and Expenditure Framework (MTREF) budget for 2018/19 to 2020/21 Financial Years and Draft 2018/19 IDP – by Booysen CG, dated 01 May 2018

1. Section F

The sections reflects Sector Departments and mine Projects for the 2017/18 FY and not mentioning 2018/19 FY

Respond:

2. KPA: SPATIAL DEVELOPMENT

IDP projects budget is below what is contained in the MTREF

Respond:

3. The following projects, which are in the MTREF, are not in the IDP

a) Civic Centre = R80, 000,000.00

Respond: *Civic Centre is on page 285, project number TGG-1 with a budget of R80 000 000.*

b) Landfill Sites = R50, 000,000.00

Respond: *Thabazimbi Local Municipality will align the final IDP and Budget documents for 2018/19 financial year*

c) Facilitation Agricultural Support = R50, 000.00

Respond: *Thabazimbi Local Municipality will align the final IDP and Budget documents for 2018/19 financial year*

d) Resuscitation of the TLM Botswana Memorandum of Agreement = R50, 000.00

Respond: *Thabazimbi Local Municipality will align the final IDP and Budget documents for 2018/19 financial year*

4.KPA: community services

Project/s in MTREF but not in the IDP

Respond: *Thabazimbi Local Municipality will align the final IDP and Budget documents for 2018/19 financial year*

5.KPA: Institutional Development and Transformation

Projects not in the IDP

Respond: *To be factored in the final IDP for 2018/19*

6.Human Settlements Development Grant of R32.4m

Is included in the MTREF but not in the IDP

Respond: *Thabazimbi Local Municipality will align the final IDP and Budget documents for 2018/19 financial year*

DATE	TARGET GROUP	WARD/S	ISSUES RAISED	RESPONSIBILITY
16 April 2018	Rooiberg, Rooiberg Informal Settlement	2	Affordability of electricity	Municipality
			No knowledge of people working at the cemetery	Municipality
			EPWP biased on employment	Municipality
			Community marched with the aim that they will benefit from local contractor but to no avail	Municipality
			Why are we supposed to pay for the tombstone	Municipality
			Maintenance of sports ground	Municipality
			Roads in a very poor condition	Municipality
			Traffic signs	Municipality
			Streetlights to be repaired.	Municipality

			Poor standard of electrical wiring	Municipality
			Electrical boxes to be repaired according to safety regulations.	Municipality
			Extra boreholes and water system	Municipality
			Standby borehole pumps and booster pump.	Municipality
			Tractor to be fixed.	Municipality
			Tools of trade for Rooiberg workers.	Municipality
			Upgrading of the landfill site	Municipality
			Ghriespump for the Boosterpump.	Municipality
16 April 2018	Raphuti/ Leeukrans, Koedoeskop, Phatsima, Madoing, Mmamoraka, Jabulani, Rethabile, Setaria, Kromdraai	4, 6	Unemployment	All
			Poor internal roads	Municipality
			Electricity	Municipality
			High Mast light	Municipality
17 April 2018	Regorogile Ext.1, 3, 4, 5, 6, 7, Apiesdoorn, Meriting Informal Settlement	9, 10, 12	Clarity on PCMA	Municipality
			Stay for weeks without water	Municipality
			Road maintenance	Municipality
			In future meetings should be held in the afternoon not 10:00 as people are at work	Municipality
17 April 2018	Masepala, Mmebane, Ipelegeng, Kwa Botha	9	Feedback of Kwa Botha informal settlement(Mayor to talk to the owner	Municipality
			SMME's not recognized	All
			Unemployment	All
			6 toilets at Matikiring that are still not in use	Municipality
			Promised wheelie bins, bad roads	Municipality
			To have youth centre	Municipality

			Holistic information of PCMA meters(advantages & disadvantages)	Municipality
			Municipality employees not responding in time to water and electricity problems	Municipality
			Drainage that is not attended to for 2years	Municipality
			To check hostels	Municipality
18 April 2018	Thabazimbi Town, Spitskop, Zimthabi, Mareakele	2	To have clean governance in order to achieve our goals	Municipality
			Criteria used for new evaluation of properties	Municipality
			Criteria used to appoint local contractors locals	Municipality
			What happens to those who connected electricity illegally	Municipality
			Boreholes in town to be checked	Municipality
			There is a dumping next to new hospital	Municipality
			High cemetery tariff in town than other areas	Municipality
			A study must be done on valuation properties	Municipality
			Civic centre needed	Municipality
			Thaba Park tariffs are high than other sports facilities	Municipality
			Unlawful salary grading caused by placement	Municipality
			When is Technical and Community Services managers appointed	Municipality
			To have a separate meeting only on tariffs	Municipality

			Underperformance of employees	Municipality
			To prioritize tourism, economy is dropping	Municipality
			It takes eight months to receive building plans	Municipality
			Building inspectors to check if there is water before a person can build	Municipality
			Multiple houses in one yard in Northam. What is the plan to address that	Municipality
			Magalies water just pocket air coming out when switched on.	Municipality
			Branches disturbing electricity poles	Municipality
19 April 2018	Northam Ward 7, Swartklip, De Put Farm	5, 7	ECD needed	Dept. of Social Development
			Sports Facilities	
			Encourage Education and give skills to the Youth to be employable	Dept. of Education
			Satellite for Fire Fighting	Waterberg District Municipality
19 April 2018	Northam Ward 8	8	Illegal dumping	Municipality
			Need land for Agriculture	Municipality
			Need streetlights not High mast- lights	Municipality
			Northam Association not consulted about meter project	Municipality
			Receiving high bills	Municipality
			Sewer problem – smelling	Municipality
			Cemetery full of its capacity	Municipality
			Need land for housing	Municipality
			Clarity on WWTW as Oxidation Ponds is Health Hazard	Municipality

			Employees to be supervised	Municipality
			Not receiving IDP document	Municipality
			Tavern operating all night	Municipality
21 April 2018	Sentrum, Hoopdaal, Motlhabatse, Skierlik Informal Settlement, Sekgweng, Rooibokraal, Cumberland	1	Electricity-to have meter boxes	Municipality
			Skierlik map is required	Municipality
			Population increasing so there is a need for RDP houses	Municipality
			To consider leaner's with leaner ships	All
			Unemployment, provide youth with skills as most don't have matric	All
			At least mobile clinic to be available	Dept. of Health
			Poor internal roads	Municipality
			Sports ground to be taken care of	Municipality
			Need High- mast lights	Municipality
			Thaba tholo to build crèche for skierlik community	Municipality, Dept. of Social Development
22 April 2018	Makoppa, Dwaalboom	5	High Unemployment	All institutions
			Lack of information in what is happening in Dwaalboom	All institutions
			No services e.g ID's, Birth Certificate etc	Dept. of Home Affairs
			Not accessing grants	SASSA
			No developments, no activities	All institutions

			No roads, need land and RDP houses	Municipality and CoGHSTA
			Not happy about the clinic	
			No transport for school children, as a result they are staying home.	Dept. of Education
			Discrimination among schools (103 African learners and 76 White learners).	Dept. of Education
			Unskilled jobs for locals eg Cleaning. Sector Department employ	All institutions
			No Youth programmes	All institutions
			Ward Councilor not attending meetings	Municipality
			Confusion on Ward Committee, whether it exists	Municipality
	Smashblock	3	Crime	SAPS
			Unemployment	All
			Streetlights	Municipality
			Poor Health Service	Dept. of Health
			Poor Roads	Municipality
			Illegal dumping	Municipality
			Teenage pregnancy	Dept. of Health

3. SECTION C : SITUATIONAL ANALYSIS

Situational Analysis is a key phase that provides the municipality with an understanding of its strengths, weaknesses, opportunities and threats. This phase also enable the municipality to gain deeper insight into the key development issues and lead on to the strategic planning. The situational analysis defines the needs while an IDP plans to meet those needs.

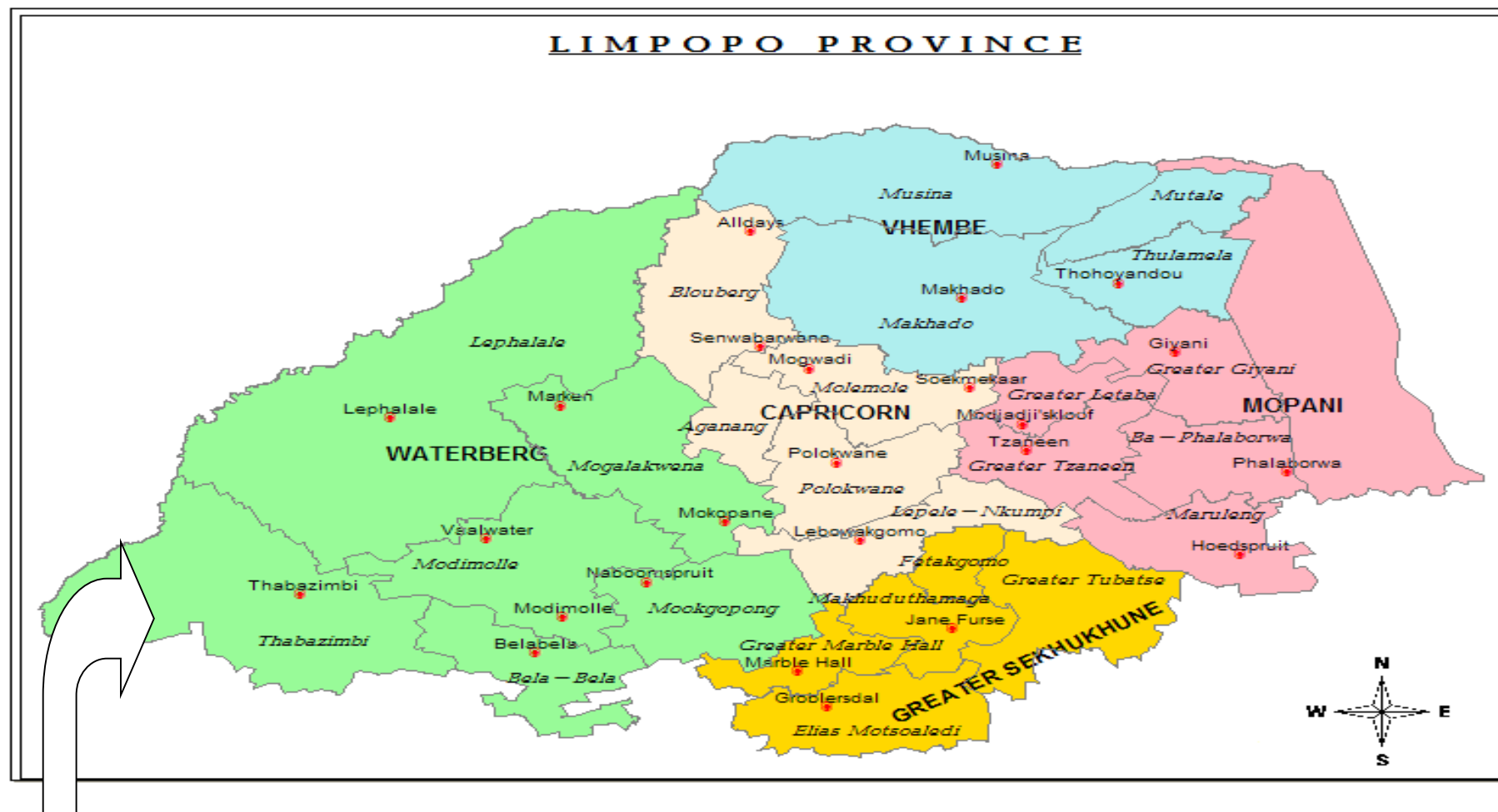
3.1 DESCRIPTION OF THE MUNICIPAL AREA

Thabazimbi Municipality is located in the South-western part of the Limpopo Province and has Botswana as its international neighbour and two (2) hour drive from Tshwane. Thabazimbi is known as “mountain of iron” which is the Tswana name for this peaceful productive town, referring to the highly lucrative iron ore reef first discovered in the Municipality in 1919. The Municipality has Marakele National Park, which is a subsidiary of National Parks Board, and in the same standard as the Kruger National Park and Mapungube. The game lodges scattered around the area helps to promote the issue of environmental sustainability.

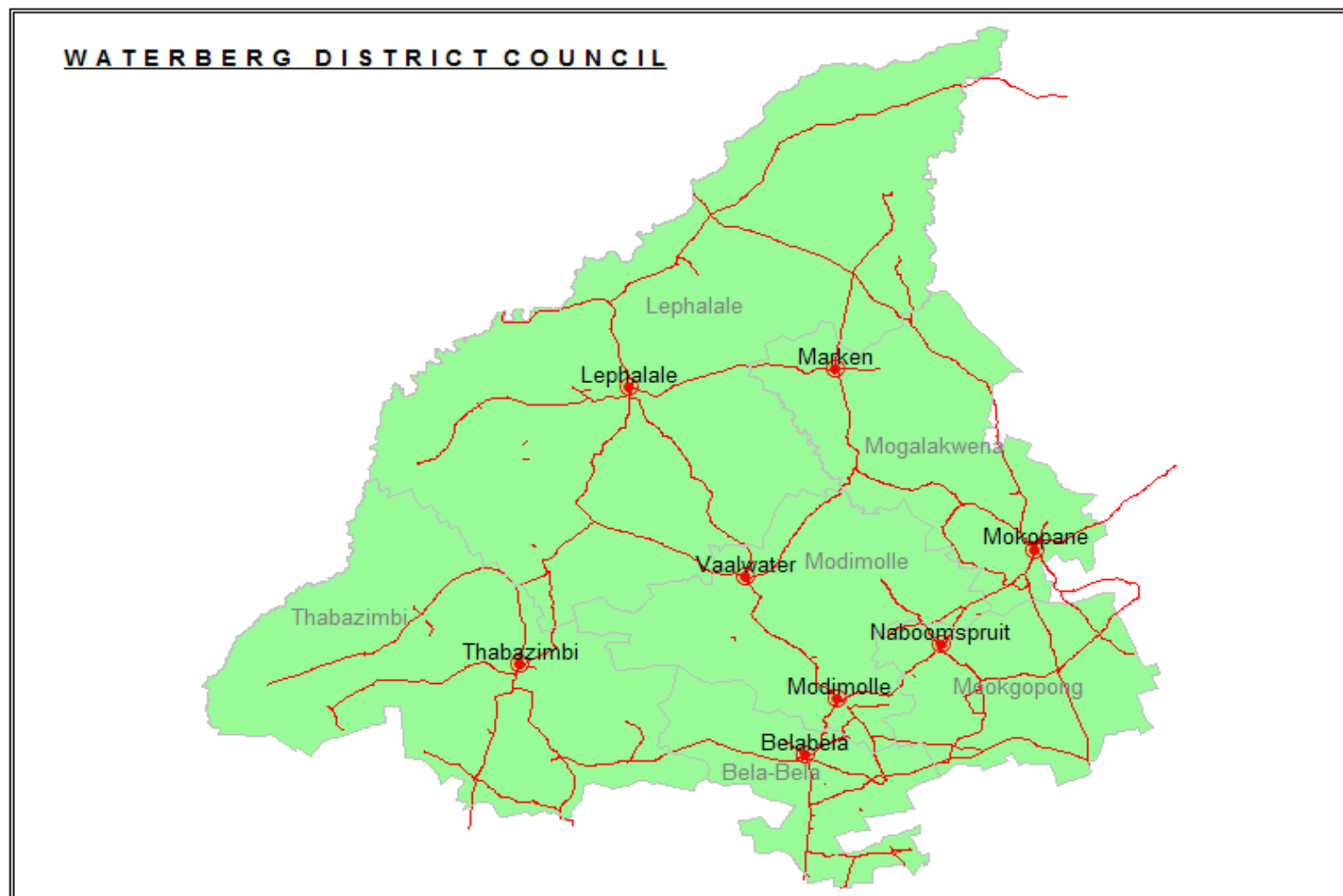
It was mined since the 1930's when iron and steel production started. The town was proclaimed in 1953. Today Arcelor Mittal Steel (Arcelor Mittal South Africa) in Vanderbijlpark still draw much of their raw material from Thabazimbi Kumba Iron Ore mine. Apart from Iron Ore the Thabazimbi Municipality is surrounded by Platinum producing areas such as: Northam Platinum mine, Anglo, i.e. Amandelbult and Swartklip mines. Other minerals produced in the area include Andalusite, which is mined by Rhino Mine and limestone for the production of cement by Pretoria Portland Cement (PPC). Boundaries of Thabazimbi Municipality include areas such as: Thabazimbi, Northam, Leeupoort, Rooiberg and Dwaalboom. The Municipal area falls within the Waterberg District Municipal area, very peaceful place to live in and a malaria free Municipality. The size of the Municipal area is 986 264, 85 ha. Thabazimbi Municipality has demonstrated to be one of the sectors in depicting tremendous growth and will continue to do so. Given the potential to grasp opportunities within these sectors is therefore paramount. The mining sector has huge potential to absorb lot of skills within the municipality. There is also a need to establish mining opportunities in the small scale mining sector. We believe however, that in partnership with relevant stakeholders, we can leverage our society to tap into this major sector of the economy.

Thabazimbi is absolutely one of the country's most sought tourism attraction point wherein tourists can be granted harmonious moment. Agriculture has also proven, in addition to mining, to be the strong economic sector in our municipality. Agricultural commodities produced wheat, beans and maize. We are growing our economy not in isolation; however, our goals are seamlessly aligned within those Limpopo Economic Growth and Development Plan in Limpopo. The alignment will ensure that our growth trajectory bears fruits and that we address the objective of poverty eradication through job creation and business opportunity stimulation.

With regard to public participation, Thabazimbi municipality has made a significant progress in terms of the development of the organs of participatory democracy such as Ward Committees and IDP fora.



THABAZIMBI LOCAL MUNICIPALITY



3.1.1 MUNICIPAL AREA

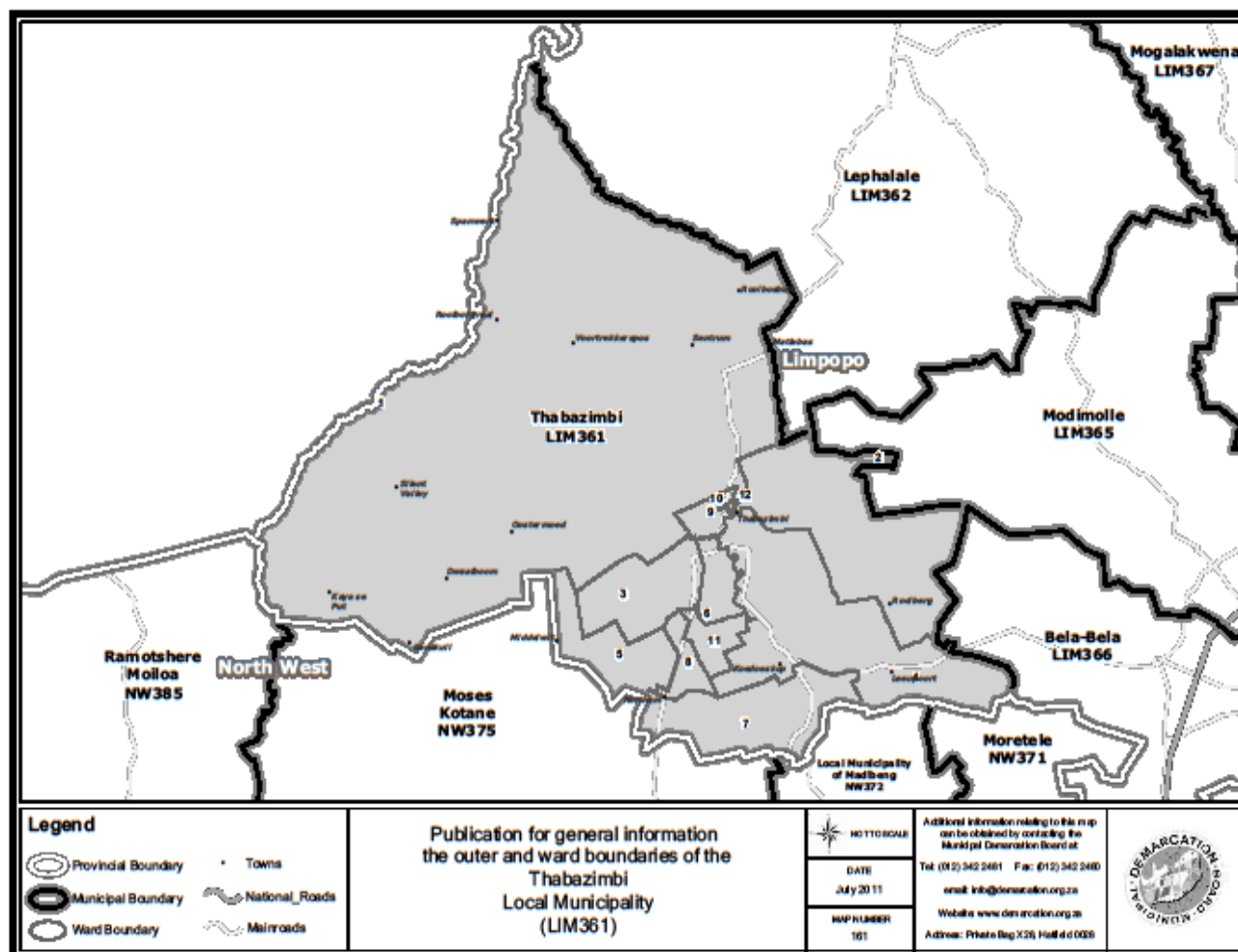
MUNICIPALITY	AREA (km ²)	% of District
Lephalale	14 000 km ²	30.7%
Thabazimbi	10 882 km²	23.8%
Bela- Bela	4 000 km ²	8.8%
Modimolle	6 227 km ²	13.7%
Mogalakwena	6 200 km ²	13.6%
Mookgophong	4 270.62 km ²	9.4
Waterberg District Municipality	45 579.62 km ²	100%

Source: Waterberg District IDP document

	2011 Census Statssa	2016 - Community survey
Population	85234	96232
Youth Polution (15-34)	35956	38797
Youth Proortion	42,19%	40.3%
Population growth rate	2,63%	0.028%
Person aged 20 years who have completed Grade 12	19121	24831
Total Households	25080	35463
Household size	3,40%	2.7%
Poverty headcount	25%	22%
Intensity of poverty	41%	44%

	2011 – Census Statssa	2016 – Community Survey
Total Households	25 080	35 463
Main Dwelling		
▪ Formal	17 725	24 120
▪ Traditional	469	253
▪ Informal	6 505	10 638
▪ Other	381	452
Piped Water		
▪ Access to piped water	23 530	24 163
▪ No access to piped water	1550	11 300

	2011 – Census Statssa	2016 – Community Survey
Improved Sanitation		
▪ Flush/ chemical toilet	17 211	23 175
▪ other	7 869	12 287
Electricity		
▪ Connected to electricity	19 269	25 882
▪ Other sources	5 811	9 581
Labour Market		
▪ Unemployment	20,60%	
▪ Youth unemployment rate (15 -34)	26,90%	

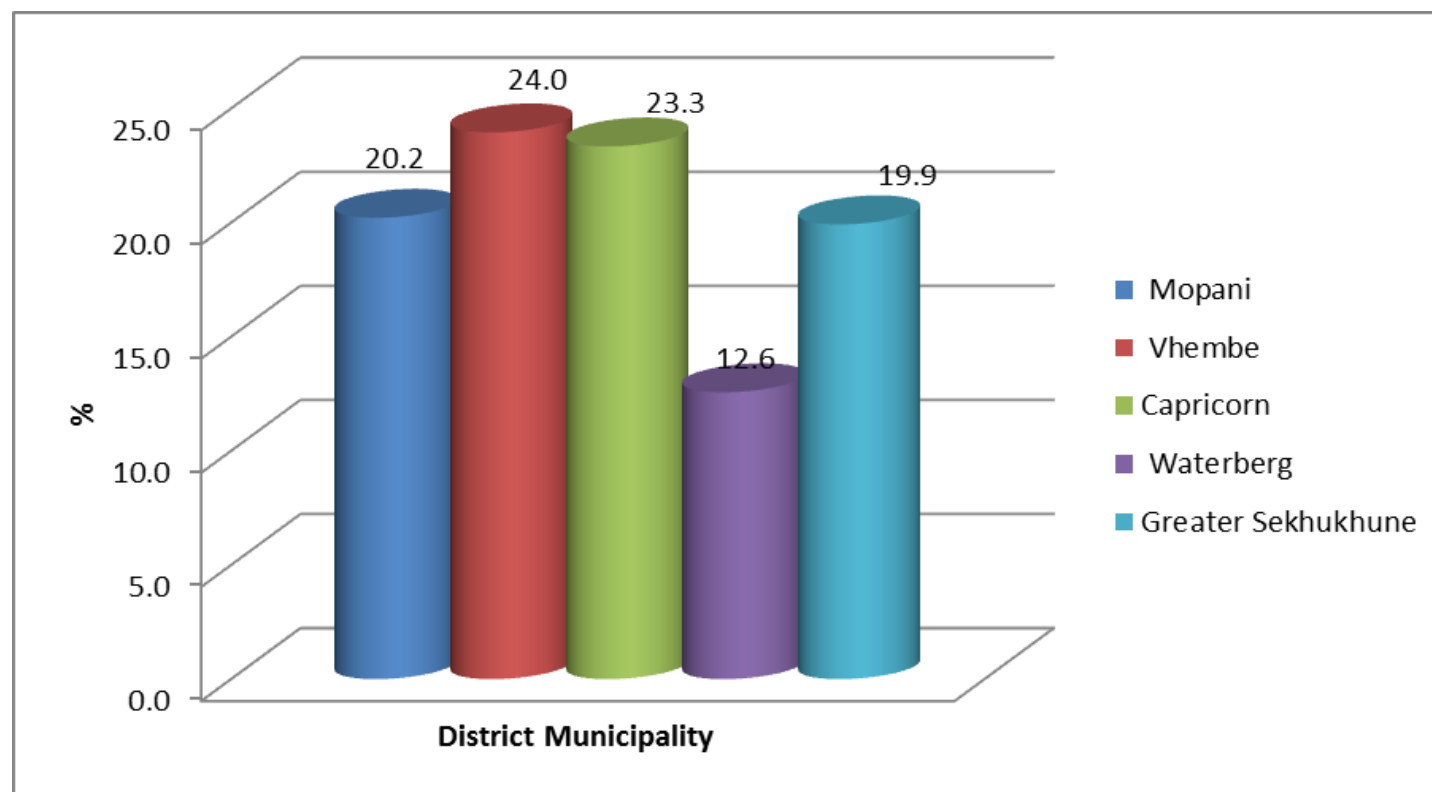


3.2 DEMOGRAPHICS

3.2.1 POPULATION TREND

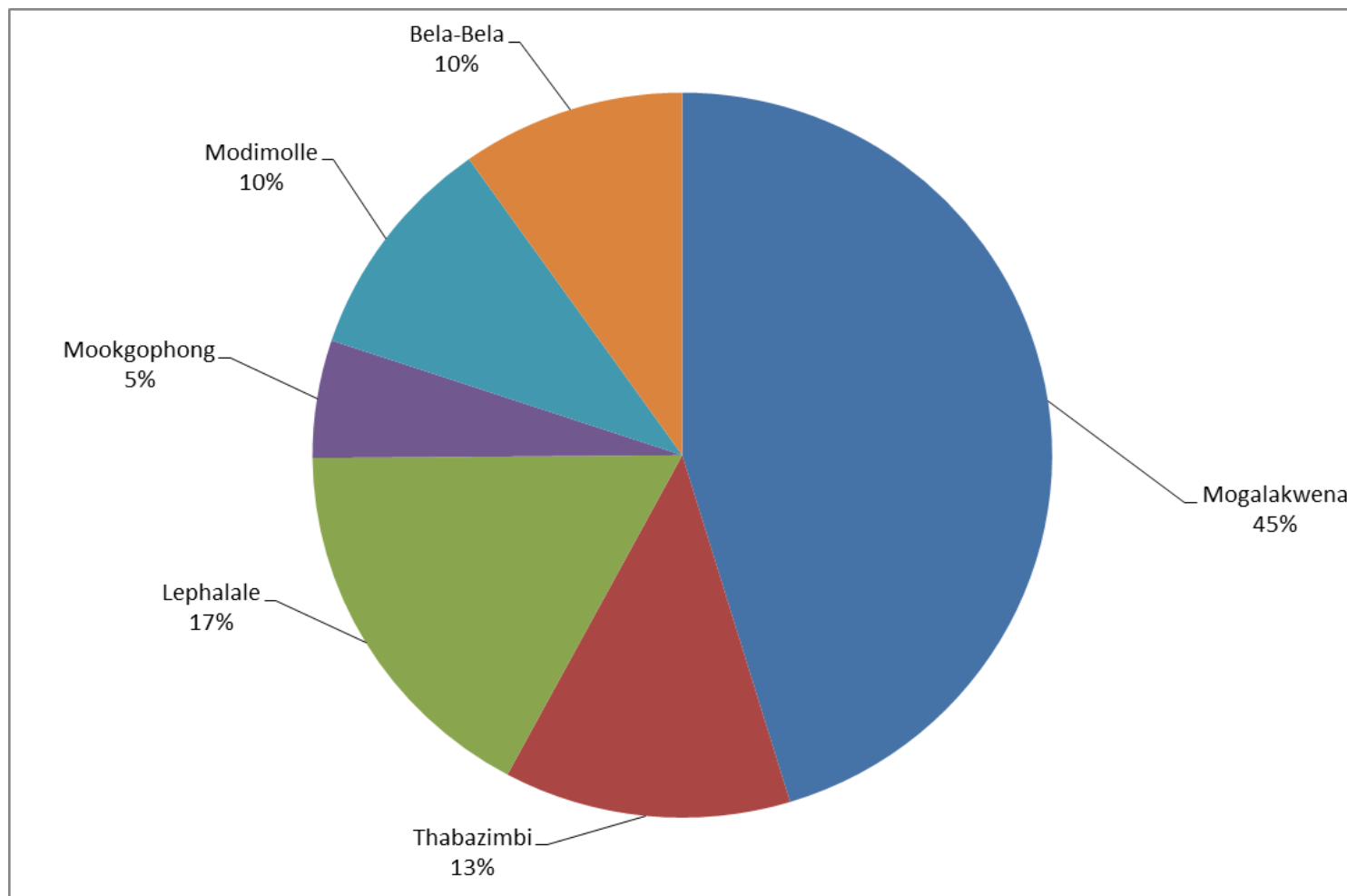
	2001	2011	% change
Thabazimbi	65 533	85 234	30.1
Lephalale	85 272	115 767	35.8
Mookgophong	34 541	35 640	3.2
Modimolle	69 027	68 513	-0.7
Bela-Bela	52 124	66 500	27.6
Mogalakwena	298 439	307 682	3.1
Waterberg	604 936	679 336	12.3

Source: Statssa, Census 2011

Percentage distribution of Population by District Municipalities

Source: Statssa, Census 2011

Percentage distribution of Population by Local Municipalities –Waterberg



Source: Statssa, Census 2011

POPULATION GROWTH RATES BY MUNICIPALITY – 1996- 2011 AND 2001 - 2011

Thabazimbi	Total Population				
	1996	2001	% Change	2011	% Change
	60 175	65 533	1.7	85 234	2.6

Source: Statssa, Census 2011

Notes:

Municipality experience fast population growth for the period between 2001 and 2011

3.2.2. AGE DISTRIBUTION BY GENDER

3.2.2.1 POPULATION AND AGE STRUCTURE

LM	POPULATION		AGE STRUCTURE						GENDER RATIO		POPULATION GROWTH (% p.a.)	
			<15		15 - 65		65+		Males per 100 females			
Thabazimbi	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	1996 - 2001	2001 - 2011
	65 533	85 234	26.0	21.1	71.5	76.4	2.5	2.4	114.0	141.1	1.71	2.63

Source: Statssa, Census 2011

3.2.2.2. DISTRIBUTION OF THE POPULATION BY AGE AND SEX – 1996, 2001 and 2011

Thabazimbi	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 - 4	2 438	2 325	4 763	3 359	3 515	6 874	4 004	4 058	8 062
5 - 9	2 450	2 414	4 864	2 720	2 682	5 402	2 693	2 607	5 300
10 - 14	2 406	2 169	4 575	2 454	2 332	4 786	2 327	2 290	4 618
15 - 19	1 913	1 940	3 853	2 406	2 502	4 908	2 532	2 478	5 010
20 - 24	2 596	2 032	4 628	2 953	3 022	5 975	5 391	3 792	9 184
25 - 29	3 873	2 241	6 114	3 367	3 566	6 933	7 296	4 447	11 743

30 - 34	4 668	2 260	6 928	3 340	3 260	6 600	6 285	3 566	9 851
35 - 39	5 075	1 878	6 962	3 691	3 026	6 717	4 974	2 968	7 942
40 - 44	3 609	1 479	5 088	3 703	2 275	5 978	3 615	2 570	6 185
45 - 49	2 461	983	3 444	2 503	1 627	4 130	3 650	2 198	5 848
50 - 54	1 491	715	2 209	1 768	966	2 734	3 032	1 621	4 652
55 - 59	1 130	533	1 663	1 051	658	1 709	1 935	1 039	2 975
60 - 64	641	432	1 073	694	456	1 150	827	631	1 458
65 - 69	412	336	748	395	259	654	446	396	842
70 - 74	256	187	443	251	209	460	296	238	534
75 - 79	172	131	303	140	125	265	142	160	302
80 - 84	84	73	157	67	73	140	101	114	216
85 +	78	104	182	52	63	115	87	80	167
Total	35 757	22 245	58 002	34 915	30 617	65 532	49 634	35 253	84 887

Source: Statssa, Census 2011

Notes:

- Majority of population is aged below 35 years.

DISTRIBUTION OF THE POPULATION BY FUNCTIONAL AGE GROUP, SEX AND MUNICIPALITY – 1996, 2001 and 2011

Table5

Thabazimbi	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 -14	7 418	7 033	14 451	8 533	8 529	17 062	9 040	8 974	18 014
15 - 64	27 622	14 604	42 225	25 476	21 358	46 835	39 761	25 392	65 153
65+	1 033	861	1 894	906	731	1 637	1 076	991	2 067
TOTAL	36 072	22 497	58 570	34 916	30 618	65 533	49 877	35 357	85 234

Source: Statssa, Census 2011

Notes:

- Majority of population is age between 15 and 64 with males in the majority.

3.2.3. MALE AND FEMALE

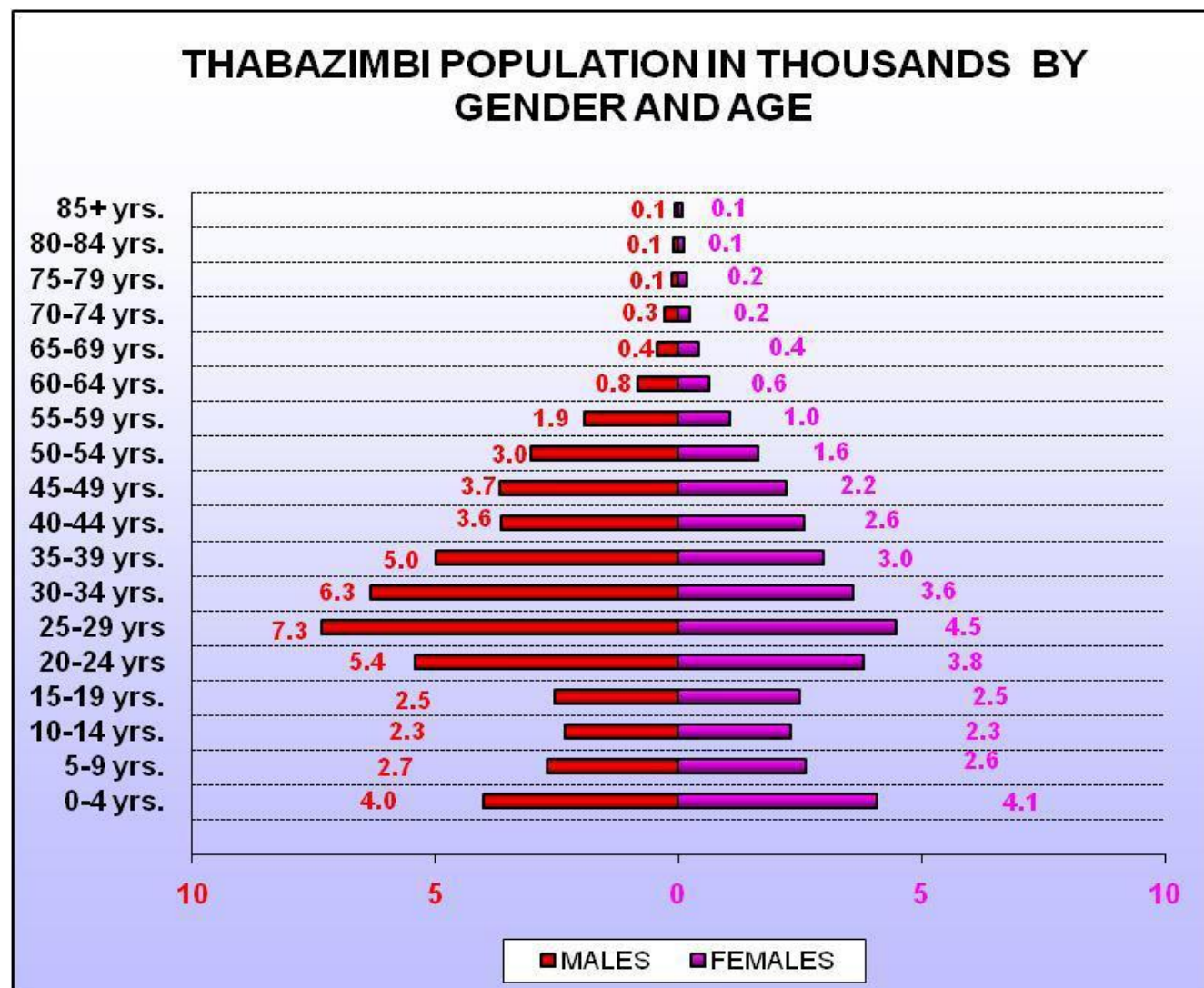
3.2.3.1 DISTRIBUTION OF THE POPULATION BY POPULATION GROUP AND SEX – 1996, 2001 and 2011

Population Group	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Blacks	29 984	17 015	46 999	28 935	24 940	53 875	42 773	29 072	71 845
Whites	6 415	5 886	12 281	5 810	5 540	11 350	6 420	5 889	12 309
Coloured	136	115	251	151	122	274	310	217	527
Indians/Asian	19	8	26	19	15	34	130	75	205
TOTAL	36 554	23 024	59 578	34 915	30 617	65 532	49 633	35 253	84 886

Source: Statssa, Census 2011

Notes:

- Blacks are in the majority, followed by whites.
- More male blacks than female blacks.



DEMOGRAPHICS (HOUSEHOLD)

LM	HOUSEHOLD		HOUSEHOLD DYNAMICS			
			Average Household		Female Headed Household %	
Thabazimbi	2001	2011	2001	2011	2001	2011
	20 734	25 080	2.9	3.4	29.4	24.7

Source: Statssa, Census 2011

Distribution of female headed households by municipality – 1996, 2001 and 2011

Thabazimbi	Female and Child headed households	Year		
		1996	2001	2011
	Female headed household	3 235	6 096	6 188
	% of female headed household	21.7	29.4	24.7
	Child headed household	107	105	115
	% of child headed household	0.7	0.3	0.5
	Total number of household	14 903	20 734	25 080

3.2.4 EMPLOYMENT PROFILE

3.2.4.1 DISTRIBUTION OF THE POPULATION AGED BETWEEN 15 and 64 YEARS BY EMPLOYMENT STATUS – 1996, 2001 and 2011

Thabazimbi	Employed			Unemployed			Unemployed Rate		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
	28 712	26 903	29 605	2 540	7 143	7 304	8.1	21.0	19.8

Source: Statssa, Census 2011

3.2.4.2 POPULATION OF THE WORKING AGE (15-65) BY EMPLOYMENT STATUS AND MUNICIPALITY

	Thabazimbi	Lephalale	Mookgopong	Modimolle	Bela-Bela	Mogalakwena	TOTAL
Employed	32 918	35 327	12 086	19 719	20 720	47 038	167 808
Unemployed	8 562	10 100	3 705	5 634	6 002	31 609	65 612
Discouraged work-seeker	1 236	1 565	914	1 416	1 057	10 072	16 260
Other not economically active	22 438	33 699	7 390	16 912	16 099	90 644	187 182
TOTAL	65 154	80 691	24 095	43 681	43 878	179 363	436 862
UNEMPLOYMENT RATES	20.6%	22.2%	23.5%	22.2%	22.5%	40.2%	28.1%

CENSUS unemployment rates should not be compared to the national unemployment rate calculated from the Quarterly Labour Force Survey

Source: Census 2011

HOUSEHOLD WITH INCOME BELOW R2 300 PER MONTH

Thabazimbi 2013	
No income	R1 – R2 300
3 518	8 412

Source: Statssa, Census 2011

Note:

- The 8 412 household are indigents and entitled for free basic services.
- The households by 2018 who are indigents are 11 930 (Municipal own source)

DISTRIBUTION OF AVERAGE HOUSEHOLD INCOME BY MUNICIPALITY

Thabazimbi	
2001	2011
39 073	101 058

Source: Statssa, Census 2011

Notes:

- The above table shows that there is an improvement in terms of salaries.
- A decrease in unemployment.
- An increase is commensurate to the Consumer Price Index (CPI) of 5% in 2001 through to 50% over the years in 2011.

3.2.5 LABOUR MARKET (UNEMPLOYMENT RATE)

LM	UNEMPLOYMENT RATE		LABOUR MARKET		EDUCATION AGE 20+				MATRIC	
			Youth Unemployment Rate 15 – 24 yrs		No Schooling		Higher Education			
TBZ	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
	21.0	20.6	31.0	26.9	17.5	8.8	16.0	26.6	4.3	7.6

Source: Statssa, Census 201

3.2.6 HOUSEHOLD BY MONTHLY INCOME CATEGORY

Thabazimbi 2011		
Income Category	Household	
No income	3 518	12 442
R1 – R400	686	
R401 – R800	1 027	
R801 – R1 600	3 165	
R1 601 – R3 200	4 048	
R3 201 – R6 400	5 021	
R6 401 – R12 800	3 517	
R12 801 – R25 600	2 474	
R25 601 – R51 200	1 160	
R51 201 – R102 400	313	
R102 401 – R204 800	105	
R204 801 or more	45	

Source: Statssa, Census 2011

Notes:

- Majority of household earn between R3 201 – R6 400
- 12 442 households are potentially eligible for Free Basic Services (FBS) , 49.6% of the total population

3.2.7 EDUCATION PROFILE

3.2.7.1 DISTRIBUTION OF POPULATION AGED 20 YEARS AND OLDER BY HIGHEST LEVEL OF EDUCATION ATTAINED, SEX AND MUNICIPALITY – 1996, 2001 and 2011

Thabazimbi	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
No Schooling	5 123	2 591	7 714	4 068	3 554	7 622	2 766	2 138	4 904
Some Primary	6 483	2 850	9 332	5 719	4 012	9 731	4 600	2 975	7 575
Completed Primary	2 402	1 114	3 516	2 113	1 736	3 849	1 970	1 342	3 311
Some Secondary	8 257	4 075	12 331	7 096	6 386	13 482	12 482	8 392	20 873
Grade 12	2 698	1 852	4 550	3 967	3 025	6 992	8 433	6 140	14 573
Higher	796	466	1 262	1 015	874	1 889	2 609	1 939	4 548
TOTAL	25 758	12 948	38 705	23 977	19 587	43 563	32 860	22 925	55 785

Source: Statssa, Census 2011

3.2.7.2 DISTRIBUTION OF THE POPULATION AGED BETWEEN 5 and 24 YEARS BY SCHOOL ATTENDANCE, SEX AND MUNICIPALITY – 1996, 2001 and 2011

Thabazimbi	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	4 901	4 567	9 468	5 425	5 139	10 563	6 462	6 091	12 554
Not Attending	3 933	3 505	7 438	5 109	5 399	10 507	5 570	4 465	10 035
TOTAL	8 834	8 072	16 906	10 533	10 537	21 070	12 032	10 556	22 589

Source: Statssa, Census 2011

Notes:

- Table 20 above shows an increase in the proportion of the population with Grade 12/ Matric and higher education.
- Table 21 above shows a striking drastic reduction in the population with no schooling in 2011.

Implications:

Education plays a pivotal role on community development, providing basic skills for development, creativity and innovative abilities within individuals

POPULATION OF WATERBERG BY MUNICIPALITY AND HIGHEST EDUCATION LEVEL							
	Thabazimbi	Lephalale	Mookgophong	Modimolle	Bela-Bela	Mogalakwena	TOTAL
Gade 0	1 639	3 203	747	1 865	1 806	12 017	21 277
Grade 1 / Sub A	1 730	3 140	928	2 412	1 902	9 666	19 778
Grade 2 / Sub B	1 887	3 048	952	2 306	1 850	9 780	19 823
Grade 3 / Std 1/ABET 1Kha Ri Gude;SANLI	2 202	3 352	1 038	2 576	2 034	10 764	21 966
Grade 4 / Std 2	2 493	3 814	1 280	2 950	2 238	11 726	24 500
Grade 5 / Std 3/ABET 2	2 826	4 001	1 283	3 041	2 438	12 007	25 596
Grade 6 / Std 4	2 975	3 889	1 358	3 062	2 649	12 473	26 405
Grade 7 / Std 5/ ABET 3	4 464	5 558	2 039	4 198	3 293	14 994	34 546
Grade 8 / Std 6 / Form 1	5 309	6 464	2 608	4 884	4 794	20 128	44 188
Grade 9 / Std 7 / Form 2/ ABET 4	4 707	6 502	2 153	3 997	3 537	19 553	40 450
Grade 10 / Std 8 / Form 3	7 039	9 137	2 864	4 996	4 827	25 045	53 908
Grade 11 / Std 9 / Form 4	6 925	9 843	3 133	4 535	5 529	25 628	55 592
Grade 12 / Std 10 / Form 5	15 067	16 706	5 595	9 347	11 211	38 044	95 969
NTC I / N1/ NIC/ V Level 2	156	452	39	96	70	598	1 410
NTC II / N2/ NIC/ V Level 3	212	540	54	70	60	574	1 510
NTC III /N3/ NIC/ V Level 4	301	718	62	145	136	579	1 942
N4 / NTC 4	242	643	40	95	107	354	1 480

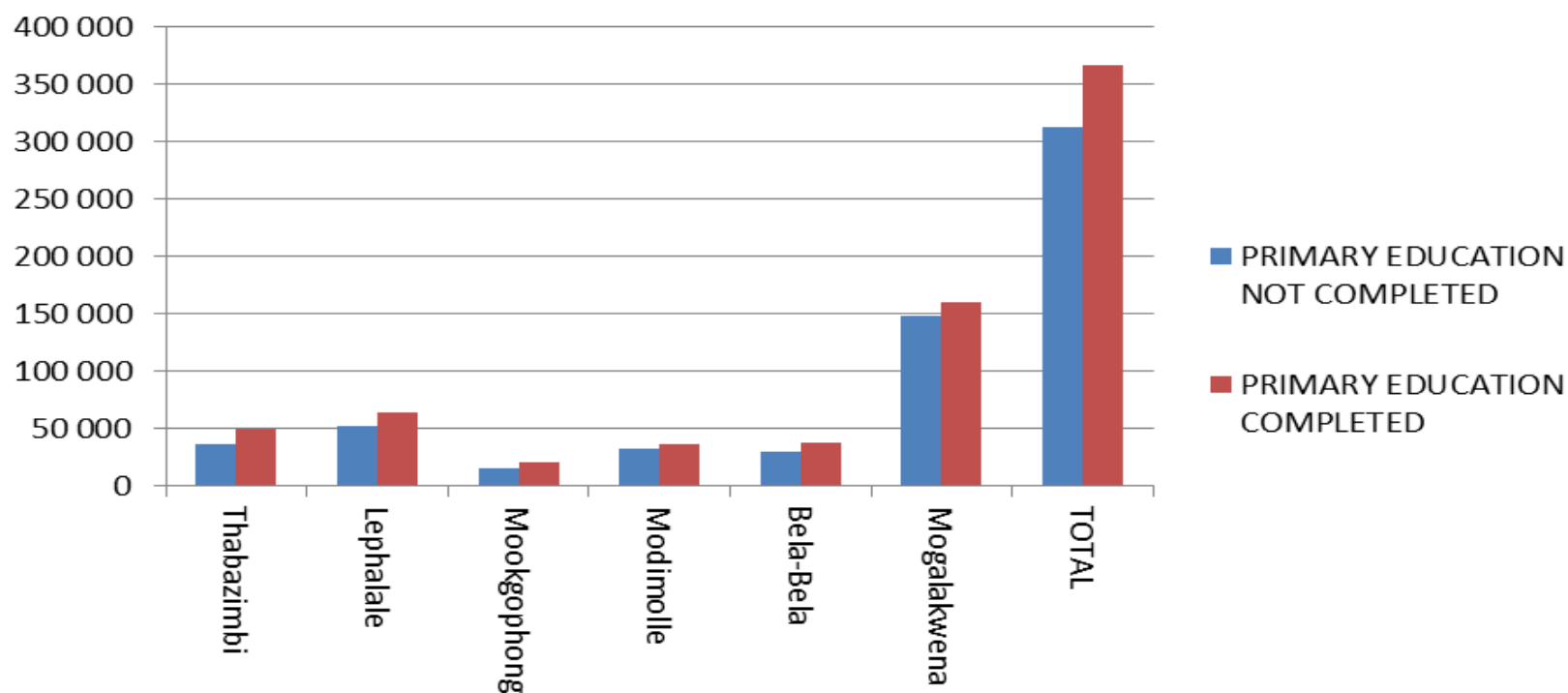
N5 / NTC 5	124	518	27	48	51	283	1 050
N6 / NTC 6	217	766	61	163	108	700	2 015
Certificate with less than Grade 12 / Std 10	86	185	51	52	65	254	693
Diploma with less than Grade 12 / Std 10	162	191	74	101	92	294	914
Certificate with Grade 12 / Std 10	806	918	340	369	461	1 997	4 890
Diploma with Grade 12 / Std 10	1 033	1 296	294	705	866	3 311	7 506
Higher Diploma	677	1 230	359	821	935	2 811	6 832
Post Higher Diploma Masters; Doctoral Diploma	104	216	50	129	114	405	1 019
Bachelors Degree	471	796	239	511	554	1 576	4 147
Bachelors Degree and Post graduate Diploma	220	327	95	201	209	651	1 703
Honours degree	247	332	94	217	222	972	2 083
Higher Degree Masters / PhD	135	227	61	141	149	411	1 123
Other	156	204	40	110	165	473	1 149
No schooling	5 919	7 431	3 166	5 366	4 604	28 706	55 192
Unspecified	-	-	-	-	-	-	-
Not applicable	14 701	20 120	4 517	9 007	9 425	40 908	98 679
Grand Total	85 234	115 767	35 640	68 513	66 500	307 682	679 336

**SOURCE: Statistics South Africa,
Census 2011**

POPULATION OF WATERBERG NOT COMPLETING AND COMPLETING PRIMARY EDUCATION							
	Thabazimbi	Lephalale	Mookgophong	Modimolle	Bela-Bela	Mogalakwena	TOTAL
PRIMARY EDUCATION NOT COMPLETED	36 372	51 998	15 269	32 585	28 946	148 047	313 216
PRIMARY EDUCATION COMPLETED	48 860	63 769	20 372	35 931	37 555	159 635	366 119
TOTAL	85 232	115 767	35 641	68 516	66 501	307 682	679 335

SOURCE: Statistics South Africa,
Census 2011

POPULATION OF WATERBERG NOT COMPLETING AND COMPLETING PRIMARY EDUCATION



3.2.8 PEOPLE WITH DISABILITY

	Thabazimbi	Lephalale	Mookgophong	Modimolle	Belabela	Mogalakwena	TOTAL
No difficulty	66 365	92 111	29 930	56 640	53 744	254 230	
Some difficulty	5 587	6 500	2 194	5 354	4 873	25 457	
A lot of difficulty	596	774	269	611	701	3 349	
Cannot do at all	169	251	63	124	99	737	
Do not know	82	69	135	83	36	605	
Cannot yet be determined	2 946	4 651	1 507	3 111	2 601	15 124	
Unspecified	2 832	3 166	978	1 689	1 958	6 439	
Not applicable	6 657	8 245	563	902	2 488	1 741	
TOTAL	85 234	115 767	35 640	68 513	66 500	307 682	612 823

SOURCE: Statistics South Africa, Census 2011

3.3 KPA: 1 SPATIAL RATIONALE ANALYSIS

Spatial Rationale seeks to strengthen and create sustainable human settlements through application of spatial planning and land use systems and practices. The Municipality intends to embark on a process of reviewing its Spatial Development Framework 2015 (SDF) and Town Planning Scheme 2014 which must be aligned to Spatial Planning and Land Use Management Act, Act 16 of 2013 (**SPLUMA**) and its Regulations. Map 2 depicts spatial development character of the Municipality. The Municipal Systems Act, 2000 mandates the incorporation of the SDF into the IDP as a sector plan with the intention to provide spatial direction. It is therefore important that the SDF and the IDP are aligned. The Limpopo Spatial Development Framework and existing SDF identified the following nodal areas in the Thabazimbi Municipal Area, namely the (i.) Provincial Growth Point (PGP) being the Thabazimbi Town, and (ii.) Municipal Growth Point (MGP) being the Northam Town. Both of these towns play a critical role in the sustenance of the municipality both spatially and economically.

Spatial Planning and Land Use Management Act

The Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act 16 of 2013) replaces amongst others the SDF guidelines contained in Government Gazette No. 22605 and puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for national and regional spatial frameworks as well as provincial and municipal spatial frameworks, implying that a package of plans will be undertaken from national to municipal level to direct and ensure uniform regulation of land use management.

The general principles endorsed by this Act is that spatial planning, land use management and land development must promote and enhance Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration.

These concepts, as described in the legislation, are briefly summarised below:

Spatial Justice	
(i)	past spatial and other development imbalances must be redressed through improved access to and use of land;
(ii)	

(iii)	<p>spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;</p> <p>spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;</p> <p>must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;</p> <p>must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and</p> <p>a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.</p>
Spatial Sustainability	
(i)	<p>promote land development that is within the fiscal, institutional and administrative means of the Republic;</p> <p>ensure that special consideration is given to the protection of prime and unique agricultural land;</p>
(ii)	<p>uphold consistency of land use measures in accordance with environmental management instruments;</p> <p>promote and stimulate the effective and equitable functioning of land markets;</p>
(iii)	<p>consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;</p>
(iv)	<p>promote land development in locations that are sustainable and limit urban sprawl; and</p> <p>result in communities that are viable.</p>
Efficiency	

(i)	land development optimises the use of existing resources and infrastructure;
(ii)	decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
	development application procedures are efficient and streamlined.
Spatial Resilience	
(i)	Flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.
Good Administration	
(i)	all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
	all government departments must provide their sector inputs and comply with any other prescribed
(ii)	requirements during the preparation or amendment of spatial development frameworks;
	the requirements of any law relating to land development and land use are met timeously;
	the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for
(iii)	development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
	policies, legislation and procedures must be clearly set in order to inform and empower members of the public.

As far as the methodology to be followed in the compilation and minimum contents of a Spatial Development Framework are concerned, the Act stipulates as follow:

Municipal Spatial Development Framework
Preparation of Municipal Spatial Development Framework

(1)	The Municipal Council of a municipality must by notice in the <i>Provincial Gazette</i> adopt a municipal spatial development framework for the municipality.
(2)	The municipal spatial development framework must be prepared as part of a municipality's integrated development plan in accordance with the provisions of the Municipal Systems Act.
(3)	Before adopting the municipal spatial development framework contemplated in subsection (1) and any proposed amendments to the municipal spatial development framework, the Municipal Council must— give notice of the proposed municipal spatial development framework in the <i>Gazette</i> and the media; invite the public to submit written representations in respect of the proposed municipal spatial development framework to the Municipal Council within 60 days after the publication of the notice referred to in paragraph (a); and consider all representations received in respect of the proposed municipal spatial development framework.
Contents of Municipal Spatial Development Framework	
(a)	give effect to the development principles and applicable norms and standards set out in Chapter 2;
(b)	include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;
(c)	include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;
d)	identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated;
	include population growth estimates for the next five years;
	include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments;
(e)	

(f)	include estimates of economic activity and employment trends and locations in the municipal area for the next five years;
(g)	identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;
(h)	identify the designated areas where a national or provincial inclusionary housing policy may be applicable;
(i)	include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;
(j)	identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;
(k)	identify the designation of areas in which— more detailed local plans must be developed; and shortened land use development procedures may be applicable and land use schemes may be so amended;
(l)	provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;
(m)	determine a capital expenditure framework for the municipality's development programmes, depicted spatially;
(n)	determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area; and
(o)	include an implementation plan comprising of— sectoral requirements, including budgets and resources for implementation; necessary amendments to a land use scheme; specification of institutional arrangements necessary for implementation; specification of implementation targets, including dates and monitoring indicators; and

	specification, where necessary, of any arrangements for partnerships in the implementation process.
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The major impetus (apart from addressing the distortions created by apartheid) for the SDFs completed up to 2012, was to comply with the legislative requirements presented by the Municipal Systems Act. Yet, to ensure that development does in actual fact take place in an integrated and sustainable manner, the Integrated Development Plans (IDP's) and Spatial Development Frameworks (SDFs) of local and district authorities now have to be aligned with the principles and directives provided by the Spatial Planning and Land Use Management Act.

Apart from the promulgation of SPLUMA in 2013, Census 2011 information also became available for use by local municipalities. In view of the above, the Thabazimbi Local Municipality commissioned the review/update of the 2009 Spatial Development Framework.

Regional Context

Thabazimbi is 986 264.85 ha in extent, representing roughly 22% of the District land area. Thabazimbi Town is the municipal capital and one of four major towns in the District, together with Modimolle, Mokopane, Lephalale, and Bela-Bela. Routes R511, R510 and R516 are the only regional roads that traverse the western parts of the District, linking Thabazimbi, Bela-Bela, Mookgophong and Mokopane with Polokwane – the provincial capital.

It is envisaged that Lephalale Town and surrounds to the north of Thabazimbi will grow much in the short to medium term, due to large-scale coal mining and energy-related projects soon to see the light. According to the Lephalale CBD Development Plan, Lephalale Town's resident population will more than double from 2011 to 2020.

The Thabazimbi area is between 100 and 200km from a few international airports – 230km from O.R. Tambo International Airport (ORTIA), 200km from Lanseria Airport, and 100km from Pilanesberg Airport. Furthermore, it is 193km from Tshwane and 129km from Lephalale, a major city and an emerging node respectively. The study area is closer to Johannesburg and Tshwane in Gauteng than to Polokwane, its provincial capital (326km).

Local Context

TLM is one of the largest municipalities in Limpopo in terms of physical extent. However, the population is relatively small with only a few towns and settlements distributed in the municipal area, and low population densities. The bulk of the municipal area comprises commercial and game farms. Thabazimbi, located in the central-eastern part of the municipal area, provides the majority of higher order services to the rest of the municipal area. Other prominent settlements in the municipal area include Northam, Dwaalboom, and Rooiberg.

Smaller settlements include Leeupoort, Kromdraai, Koedoeskop, Makoppa and Sentrum. The remaining settlements are either mining towns or informal settlements. Formal mining towns in Thabazimbi are Setaria (Northam Platinum Ltd), Swartklip and Amandelbult (Anglo Platinum Ltd). The majority of informal settlements are located close to employment opportunities, for example Regorogile and Donkerpoort informal settlements close to Thabazimbi, as well as Schilpadnest, Jabulani, and Rooiberg informal. Finally, the Marakele National Park is partly located in the municipal area, with its main gate situated approximately 12 km to the east of Thabazimbi Town.

3.3.1 SETTLEMENT PATTERNS / HIERARCHY OF SETTLEMENTS

The hierarchy of a settlement is determined by the variety and diversity of services being provided at the settlement as well as the level of the service provided (basic or advanced). Settlements tend to develop spontaneous to provide to provide in a specific need and over time will grow as the local needs develop. Therefore a settlement will develop a specific role / character. The settlements in the Municipal area are 9 towns and villages, 3 mine villages and 11 informal settlements.

The Municipality's spatial structure is thus also influenced by mineral occurrences, the agricultural potential of land, the location of National Parks and conservancies, and the road network. Urban development is primarily consolidated along the regional road network with Thabazimbi, Rooiberg and Leeupoort are located amidst the highest mountains in the area. The terrain flattens out towards Northam and Swartklip in the south, Dwaalboom in the west and northwards past Sentrum towards the Botswana border. Mining activity is primarily consolidated in the southern part, south of Thabazimbi Town, to the west of Northam, and between Thabazimbi and Northam. The different mines also established residential settlements within the mine boundaries, of which Setaria is the only proclaimed township. The mining activities encourage the establishment of informal settlements in close proximity, for example Schilpadnest, but Informal settlement has also consolidated around some of the urban areas eg Donkerpoort at Thabazimbi. Below is a table of the settlement hierarchy

Table 1: Hierarchy of Settlements

THABAZIMBI/ REGOROGILE	Main hub of the Municipal area. It has a well-established business and industrial area with sizable residential developments. It provides the majority of services to the rest of the municipal area.
NORTHAM	The second largest town in the Thabazimbi Municipal area. It has a well-established business sector (albeit smaller than Thabazimbi) and caters for the residents of the Northam town, as well as for the wider farming and mining areas.
ROOIBERG	A small rural town that originated as a mining town. Today no more mining activities take place and the town is mostly inhabited by residents involved in local businesses, which is primarily tourist and property related, as well as by retired citizens. A Low Cost

	Housing project has been approved by the former DoH and provision was made for \pm 200 new houses. The farms that are located in and around Rooiberg also accommodate farm workers.
DWAALBOOM	A small town also referred to a mining town with the focal point being the PPC mine. Dwaalboom residents reside in the surrounding farm areas or in PPC houses. It has a various supporting social and business amenities. Thabazimbi provides key specialised services. The farms that are located in and around Dwaalboom also accommodate farm workers.

Other areas with rural settlements include Leeupoort, Kromdraai, Koedoeskop, Makoppa and Sentrum. These smaller settlements are mostly rural residential in character with ancillary small-scale businesses. Various formal Mining settlements are also found within the municipal area, i.e. Setaria, Swartklip and Amandelbult. The following table describes these mining settlements.

Table 2: Mining Settlements in Thabazimbi Municipal Area

SETARIA	Formally proclaimed township at the Northam Platinum Mine with residential, business and other erven. Setaria is a fully functional township and totally independent from Thabazimbi Municipality regarding infrastructure services, i.e. water, sanitation, electricity, roads and stormwater.
SWARTKLIP	Residential area with ancillary land uses including business, social and other erven at the RPM Union Section Mine. Swartklip is a fully functional township and totally independent from Thabazimbi Municipality regarding infrastructure services, i.e. water, sanitation, electricity, roads and stormwater.
AMANDELBULT	Residential area with ancillary land uses including business, social and other erven at the Anglo Platinum Mine. Amandelbult is a fully functional township and totally independent from Thabazimbi Municipality regarding infrastructure services, i.e. water, sanitation, electricity, roads and stormwater.

RETHABILE	Residential area with ancillary land uses at the Anglo Platinum mine. Rethabile is a residential area which is totally dependant from Thabzimbi Municipality regarding infrastructure services ie water, sanitation, electricity, roads and storm water.
DWAALBOOM	Residential area with ancillary land uses on the farm Dwaalboom approximately 10 km north of the PPC Mine. It is residential township totally independent from Thabazimbi regarding infrastructure services ie water, sanitation, electricity, roads and storm water.

TABLE 3: RURAL SETTLEMENT IN THABAZIMBI

Leeupoort (including Raphuti Stad)	Leeupoort is known as a “holiday township”, but proclaimed as a formal public township. It has specific eco-life style natural living areas. The township is characterised by gravel roads, borehole water, septic tanks with limited boundary fences around dwelling houses and game is roaming freely within the confines of Leeupoort. In respect of Raphuti (a.k.a. Leeupoort Vakansiedorp Extension 7) 100 government subsidies have been approved by the DoH but no houses have yet been built. [Also refer regarding informal settlement Raphuti.
Kromdraai	A grouping of “agricultural holdings” and has a distinct rural character. Some businesses, guest houses and lodges are found in this settlement but residents are dependent on Thabazimbi or Bela-Bela for primary services. There are a number of farm workers working and staying in this area.
Koedoeskop	A small rural settlement with a small number of residents. It provides a low level commercial service to the farming community in the area. The surrounding area is mostly agricultural and utilised for irrigation farming. There are a number of farm workers working and staying in this area.
Makoppa	This settlement is characterised as a typical farming community with predominant agricultural land uses including a large number of game farms. It provides a low level commercial service to the farming community in the area. There are a number of farm workers working and staying in this area.

Sentrum	This settlement is a small-scale rural settlement with a small number of residents. It is totally dependant on Thabazimbi for basic and primary services. The area is mostly known for game and cattle farming. There are a number of farm workers working and staying in this area.
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3.3.2 MAPS: SPATIAL VISION

According to the Spatial Planning and Land Use Management Act (SPLUMA) Guidelines: 'A vision is not merely a restatement of the IDP vision. It must have a spatial aspect and it must reflect on the nature/ characteristics of the Municipality. This statement forms the basis of a set of goals related to the main areas of intervention such as socio-economic development, environmental sustainability etc.' (WDM SDF, 2013).

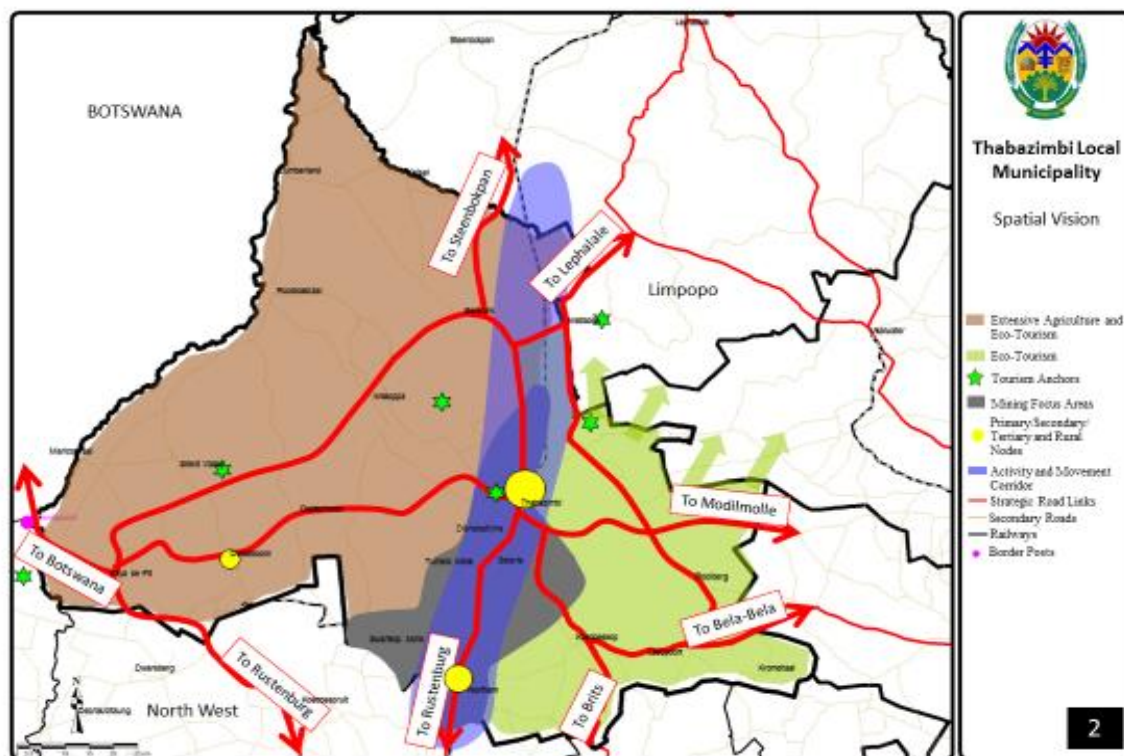
The Spatial Vision of the Municipality is determined by the existing Spatial Structure as the western half of the area is used for extensive agriculture and eco-tourism and the eastern section for eco- tourism. In the centre of the area a well defined moment and Acting Corridor along the railway line and Road R510 not only linking Lephalale and Rustenburg, but also Thabazimbi (the Provincial Growth Point) and Northam (the Municipal Growth Point) establishment. This is in close proximity to the major mines in the area (between Thabazimbi and Northam) causing the Mining Focus Area and this Corridor to overlap south of Thabazimbi.

Based on the critical issue of priority, the spatial vision for the Thabazimbi Local Municipality is illustrated on Map 2 and 3 which evolves around the following key elements:

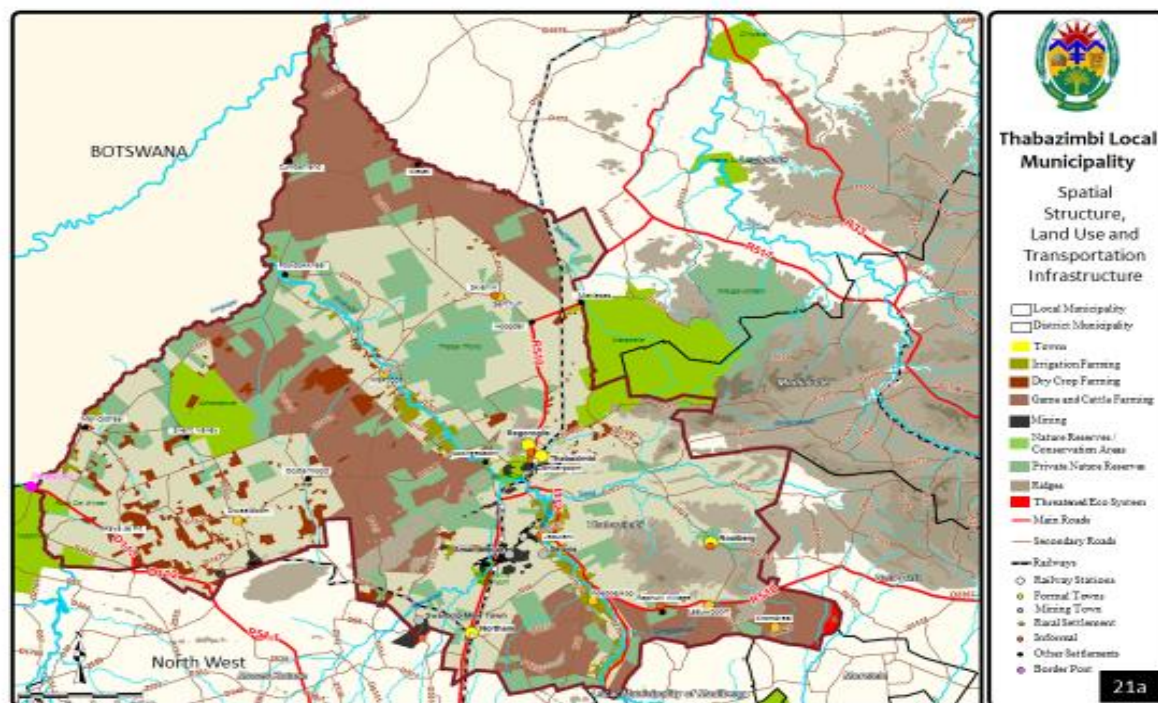
- a. Focusing all 'hard activities' such as mining, movement of freight, as well as the bulk of urban development along the north-south axis between Northam, Thabazimbi and Lephalale/ Steenbokpan, and strengthening the road (R510, R511) and rail infrastructure along this corridor;
- b. Enhancing functional and physical regional connectivity to Botswana, Bela Bela and Lephalale;
- c. Supporting resource-based economic development, and primarily:
 - Supporting and improving the agricultural sector, especially in the western extents of the TLM;

- Encouraging eco-tourism activities while conserving sensitive and otherwise conservation-worthy environments and features. Activities in the eastern parts of the TLM should primarily be focused on hunting, game farming, and related activities; while the eastern parts near the Waterberg mountains have potential for adventure tourism, eco-education, etc.
- Limit polluting and otherwise 'undesirable' uses to the activity corridor to preserve the rural character of these precincts.
- d. Establishing a functional network of activity nodes to serve the urban and rural areas of the TLM efficiently.

Map 2: Spatial Vision



Map 3: Spatial Structure, Land Use and Transportation

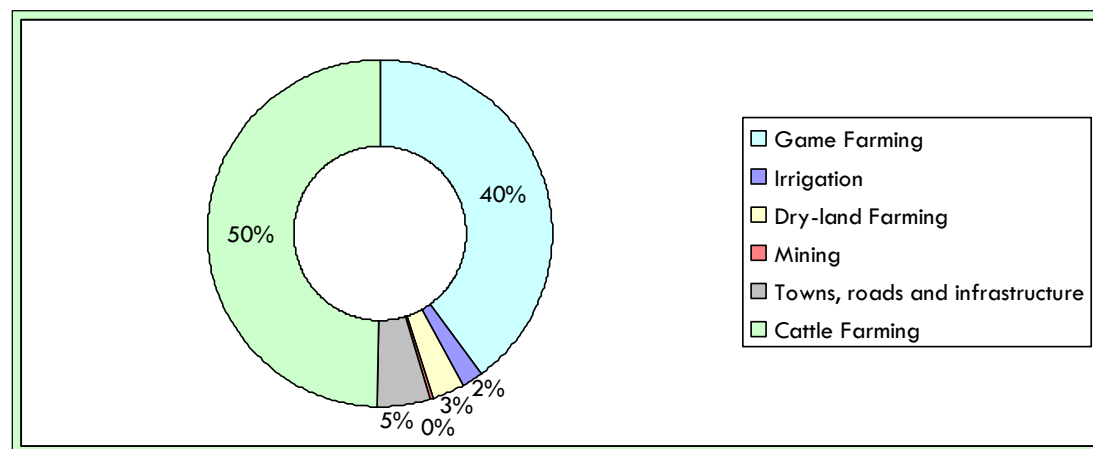


3.3.3 LAND USE COMPOSITION AND MANAGEMENT TOOLS – LUMS AND GIS

The municipality covers an area of approximately 986 264. 85ha. Thabazimbi has adopted an SDF which is aligned to the spatial rationale of the LDP and the principles of the NSDP.

Approximately 40% of the land situated within the municipal area is utilised for game farming, +/- 2% for irrigation, +/-3% for dry-land farming, Mining 0.4% and approximately 5 % for towns, roads and other infrastructure. 50% of the area is utilised for extensive cattle farming.

Proportional Division of Land Uses in the Thabazimbi Municipal Area



The configuration of the municipal area and the existing spatial pattern (topography, population distribution and sprawl) together with causal factors (landownership, established land uses) play a role in the spatial development of the area. The area's local economy depends largely on the Mining, Agriculture and Tourism sectors. The Municipality's spatial development is thus particularly influenced by these three sectors.

Development in Thabazimbi Municipal area is directed and guided by a wide range of legislation. Some LEGISLATION are discipline specific (eg housing, transport and environment) while others are generic in nature, focusing on planning processes, alignment of planning processes, and the legal requirements pertaining to plans to be compiled. An example is the Thabazimbi Land Use Scheme which indicates all legally approved Land Use Rights (Zonings) of all properties in the Municipal area. it also contain the Development controls and the intent of the document is to enable harmonious, safe and cost effective development of the area for the good of the entire community. The Municipality does not have a Geographic Information System (software and hardware) nor the personnel to operate the system which is an essential tool in implementing the spatial vision of the municipality. Engagements with stakeholders are underway to secure funding for procurement of the system. The draft Organogram of the Municipality has also been expanded to incorporate the function which will be located within the Town Planning Division.

The following is a list of some of the management tools for spatial development within the Municipality:

- National Development Plan
- Limpopo Spatial Rationale 2002 & Limpopo Provincial SDF 2007
- Limpopo Development Plan (LDP) 2009 – 2014
- Spatial Planning and Land Use Management Act (SPLUMA)
- Waterberg District SDF 2013
- Thabazimbi Spatial Development Framework
- Thabazimbi Land Use Scheme
- Thabazimbi CBD Development Plan
- Northam Development Plan
- GIS – the lack of not having a Geographic Information System cause the Municipality to depend on outside assistance in many planning activities but with the assistance of the Office of the Premier this may shortly be a problem of the past.

3.3.4 ILLEGAL OCCUPATION OF LAND / INFORMAL SETTLEMENTS

It is also worth noting that Thabazimbi is characterised by a number of informal settlements. Most of the informal settlements are located in close proximity to mining operations. There is need for the Municipality to undergo processes of enumeration surveys for future planning.

Table 4: Informal Settlements in Thabazimbi Municipal Area

Schilpadnest “Smash block”	Located close to Amandelbult (mine area). Settlement is reaching alarming proportions as no formal infrastructure service are in place. Many efforts have been made by in the past by different authorities to resettle the people or to formalise the area for residential purposes but without success.
Jabulani	Located close to Northam Platinum Mines on the farm Elandskuil. No infrastructure services. Municipality supply's water by truck. The settlement is growing on a constant basis. Inhabitants are most likely local mine workers and farm workers from the nearby farms.

Rooiberg	Located south-east of Rooiberg Town. Land is affected by undermining and the Municipality should as a matter of urgency relocate the people staying here. The Department of Minerals and Energy has already notified the Municipality in writing that it is not safe for people to stay on this property.
Raphuti village	Located at Leeupoort Township. A formal township application has already been launched, i.e. Leeupoort Vakansiedorp Extension 7 to formalise this area, but proclamation has been drawn out for a number of years. The Provincial Government granted 100 subsidies in favour of this project but no houses have yet been built.
Donkerpoort Informal: Thabazimbi	Located in Thabazimbi on a part of the Remainder of the farm Donkerpoort 344 KQ, on entering Thabazimbi Town. This settlement is close to a stormwater channel running from Regorogile which could pose danger during high floods and rainy seasons.
Regorogile Informal	Located in Regorogile Extension 3 & on parts of the farm Rosseauspoort 319-KQ and Apiesdoorn, 316-KQ. This settlement is partly located within an ESKOM servitude area and should be relocated. The remaining area could be formalised into a proper residential township.
Dwaalboom Informal	Located in the Dwaalboom area on Portion 7 of the farm Dwaalboom, 217-KP. Approx. 10 new units have also been built on Portion 3, Dwaalboom, 217-KQ, all southwest of the Road D2707.
Skierlik	Located on the farm Groenvley, 87-KQ in Sentrum next to a school property owned by the Department of Public Works. No infrastructure services. The settlement is growing on a constant basis. Inhabitants are most likely people that were retrenched from nearby farms and other home less people in the area.
Northam Illegal Occupants	In Northam Extension 7 people are illegally occupying the houses in this township area.

3.3.5 LAND AVAILABILITY

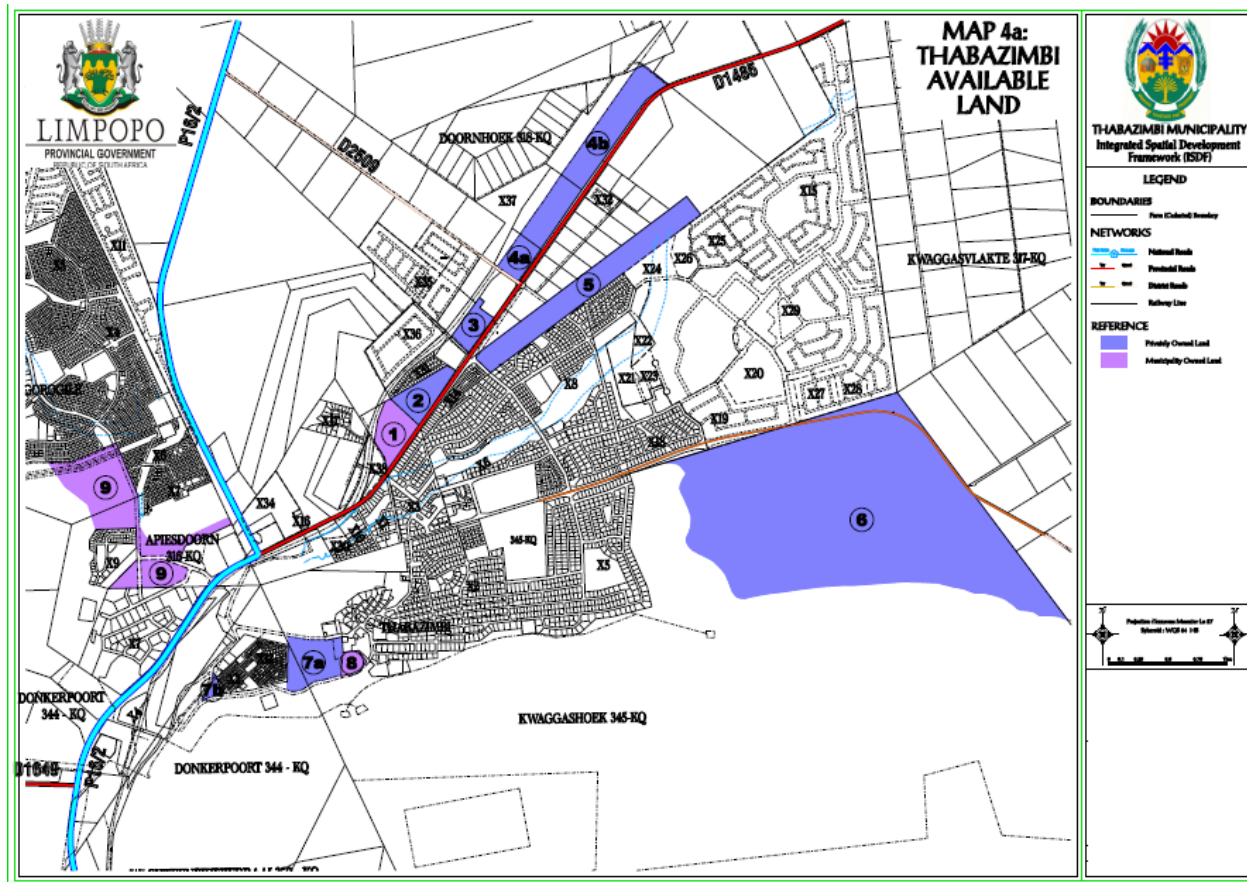
The Thabazimbi Housing Strategy (2011) advocated that the availability of well-located land should be one of the starting points of the Housing Delivery Process. The aim of the Strategy was to identify and prioritise land pockets for State housing projects, particularly low income, in response to the housing backlog identified.

An initial study was conducted to determine which portions of land within Thabazimbi, Northam, Rooiberg, Dwaalboomand Leeupoort are available for housing projects. All the farm portions that are located outside or adjacent to the urban cores but within the respective urban development boundaries were included, with a view of strengthening existing activity nodes, optimising service delivery and preventing sprawl

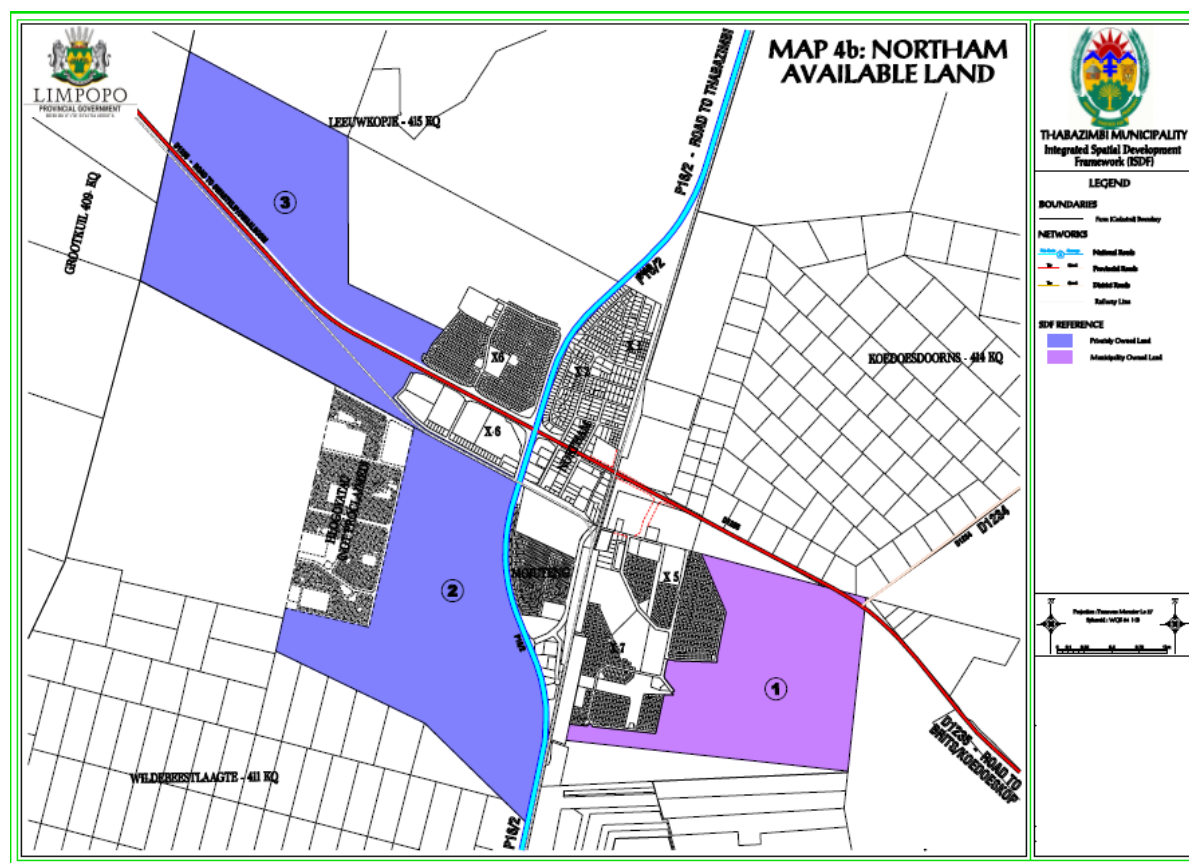
An assessment was firstly made of the land ownership. Secondly an initial evaluation was made on the suitability of these properties for development. Note that the purpose of this exercise was a first screening. Once a portion of land has been found to be ideal for development, further investigation should take place before township establishment commences.

Map 5 depict land identified in and around Thabazimbi/ Regorogile; while Map 6 depicts land available for Northam Area.

Map 5: Thabazimbi Available Land



Map 6: Northam Available Land



- **Dwaalboom**
 - No suitable land for development was identified in Dwaalboom
- **Rooiberg:**
 - Rooiberg is surrounded by Government-owned land.
 - The portions to the north and south are suitable for development, while the portion to south-east is not suitable for development.

- The land to the north of road D928 is privately owned and suitable for development.

➤ **Leeupoort:**

- Land to the north and south of Leeupoort is also government-owned, but only a small portion to the north of road R516 is suitable for development.
- There are pockets of privately owned land suitable for development to the east of Leeupoort, to the north and south of the road.

The Municipality is in the process of developing a register for land owned by the Municipality. The register will be able to guide all future development and to ensure that land is used accordingly. A total of 95% of the area of the is characterised by agriculture with approximately 40% utilised for game farming, 50% for extensive cattle farming, +/- 2% for irrigation concentrated along the Crocodile River and +/-3% for dry-land farming concentrated predominantly in the western extents of the Municipality. Thabazimbi has potential for holiday destination particularly for rural residential development. There are many private nature reserves in the area, many of which are game farms. Exponential growth for exotourism is anticipated in the north-east of Thabazimbi towards Lephalale and Alma.

All development of land into townships have to go through the township establishment process. The process can only be started by the land owner and therefore references are made to "Mine towns", "Private towns" and "Municipal towns". Erven created in these towns may only be transferred if water and sewer connections have been provided to the erven.

Table 4: Municipal Owned Proclaimed Townships:

TOWN	NO. OF ERVEN	TOWN PLANNING STATUS	CHALLENGES
Regorogile Ext. 6	388	Proclaimed	A number of RDP houses were erected over erf boundaries. Existing erven so developed cannot be transferred. The township needs to be resurveyed to place each house on its own erf.
Regorogile Ext. 7	106	Proclaimed	See Regorogile Extension 6 Comments.
Regorogile Ext. 8	1004	Proclaimed	This township has never been serviced with engineering services and cannot be developed or any erf in it transferred for this reason.

Rooiberg Ext. 2	363	Proclaimed	This township is proclaimed, serviced and RDP houses have been built. The transfer of properties has not been completed. Some RDP houses were built on unstable and shallow undermined erven which were not to be developed in terms of the Conditions of Establishments of the township.
Raphuti / Leeupoort Ext. 7	157	In a process of proclamation	This township is in the process of being proclaimed and all erven have been provided with with services. Only one (1) erf is not developed. Transfer can only commence after proclamation.
Northam Ext. 7	636	Proclaimed	This township has been proclaimed, serviced and developed with RDP houses. 157 Transfer documents completed and with COGHSTS who address the process. Outstanding documents to be finalised by COGHSTA.

3.3.6 DEVELOPMENT NODES AND CORRIDORS

DEVELOPMENT NODES

There are some nodes that have been identified at major intersections, in urban as well as in the previously disadvantaged areas to encourage investment in these areas. In Thabazimbi in the newly approved Thabazimbi Extension 29 it is proposed that a new development node be developed at the intersection of the Van Der Byl Street extension and the Steenbok Street extension. This node will consist of a shopping complex, office node, retirement area and clinic with surrounding high density residential developments.

Other development nodes that have been proposed in the Thabazimbi area are along road D1485 by the expansion of the business area from Pick and Pay Centre towards the area where Eland Street meets with road D1485, as well as along the road to Lephalale P16-2. Township establishment applications that

include business rights on these portions of farmland are underway. It is proposed that the main entry road into Thabazimbi (D1485) should be utilised more optimally and commercial and light industrial activities could therefore be supported along this route on entering the township and along the road to Lephalale (P16-2). The development alongside these routes should contribute to enhance the first impressions of the Thabazimbi area. The areas are ideal for alternative uses like commercial activities and light industrial activities.

In Northam a new development is proposed in the proposed Northam Extension 8 which is a large scale residential township. The development node will be located adjacent to Road 1235 to Brits and Koedoeskop which is a main arterial and will promote the access and visibility of this node.

SPECIFIC DEVELOPMENT NODES: TOURISM

The Thabazimbi Municipal area has significant natural and cultural features which could be utilised for focused tourism development. The Marakele National Park has its main gate close to 12km from the Thabazimbi CBD. This in itself creates specific potential for the Park and the surrounding area as a tourism development node. Recent property development alongside the Park is characterised by eco-orientated rural residential estates that attracts many investors from Gauteng. These developments together with the Park collectively creates the need for further tourism development as people visiting the Park and these development have a need to explore and spend leisure time in the area. The increased tendency of people visiting the area lies particularly in the recent move towards eco-tourism activities and venues. Eco tourism is the specific form of tourism where the activities are focused on the natural resources, e.g. wild life, scenic areas, etc. Tourism has been identified as one of the economic pillars in the Limpopo Province. To achieve economic growth in the tourism field it must be ensured that the tourist destinations are well planned and protected.

- The Limpopo Province is divided into four tourism regions, i.e.:
- The Capricorn Region (Central Section);
- The Bushveld Region (Western Section);
- The Soutpansberg Region (Northern Section); and
- The Valley of the Olifants (Eastern Section).

Thabazimbi is located in the Bushveld Region within an area that has a variety of fauna and flora, which is free from malaria and is relatively close to the major centres and airports. The Bushveld Regions (Waterberg) are seen as one of the most popular tourist destinations, at this point in time. The Marakele National Park (MNP) is the main tourist attraction in the Municipal area. Further development and the enlargement of the Marakele National Park should be promoted and eco-tourism alongside the park and in other areas in the municipal area should be promoted.

Strategic and Primary Tourism Development nodes have been identified and all forms of eco-tourism should be promoted in these nodes. The Strategic Tourism Development node indicates a wider area in the Municipality where eco-related land uses already occur. This node includes the Marakele National Park, mountain ranges, game reserves as well as private tourist developments such as game lodges, eco-estates, etc. where nature conservation is of highest priority. The Primary Tourism Development nodes refer to the areas around tourism corridors that could be developed for tourist related uses such as eco-estates/country estates, guest lodges, game farms, etc. The wider municipal area is furthermore a well-known hunting (professional and amateur) and private game reserve area. It attracts a large number of tourists to the area. The Municipality should therefore actively market the area as a primary eco-tourist destination. There is a tourism information centre in Thabazimbi. With the development of the local tourist sector it is imperative that the town will experience high tourism value and more tourists.

SOCIAL SERVICE NODES

Although most of the commercial and public amenities will concentrate in the urban areas, a few strategically located social service nodes have also been identified:

- In Thabazimbi a new Provincial Hospital, i.e. on a part of the farm Apiesdoorn, 316 KQ close to Regorogile. The area surrounding the proposed hospital site will be used for residential use as well as a mixture of commercial, institutional and light industrial uses.
- Another typical social service node in Thabazimbi is an existing node in the southern part of the proclaimed Thabazimbi where the Kumba Offices, Gymnasium, Department of Agriculture, Magistrate Court, Department of Internal Affairs and other supporting offices and smaller businesses are situated.

DEVELOPMENT CORRIDORS

(1) Movement corridors

The existing main arterial roads will remain the primary movement corridors for the distribution of traffic within the municipal area. These roads should be improved to enhance access to the various development areas in the wider municipal area. A traffic network is therefore established throughout the area that will focus on both public and private transport while accommodating different modes of transport. Within urban areas the needs of pedestrian and cyclists should also be addressed. The Thabazimbi and Northam areas being the primary towns in the municipal area can in future develop as distribution centres, particularly to the adjacent farming communities. It will however be necessary to investigate the upgrading of some of the transport infrastructure to improve the comparative advantage of the area.

(2) Municipal Development Corridor

There are some main arterials that function as prominent links between main towns within the municipal area or with main towns in neighbouring municipalities. These roads are referred to as municipal development corridors. The following corridors are listed:

ROAD	DESCRIPTION
P16/2	Rustenburg-Thabazimbi-Lephalale: Link with the P84/1 situated in the Lephalale Local Municipality. Main route to the Botswana border (Stockpoort). Major residential nodes and Mines are concentrated and adjacent and in close proximity to this route. Link to the North West Province
P110/1	Thabazimbi-Brits(Madibeng): Access route to the North West Province (Brits/Madibeng)

P20/1	Thabazimbi-Bela Bela: Link between Thabazimbi and Bela-Bela. High volume of tourism activities on this route. High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore.
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As municipal development corridors development will in future be concentrated along these routes to reinforce the links between the various towns in the municipality, as well as with neighbouring towns. Development along this road should however be limited to expand from the existing urban nodes towards one another, and dispersed nodes should be limited.

Commercial Development Corridor: Within the town of Thabazimbi this road has a very prominent function as it forms the main entrance to the town and subsequently provides access to many businesses. Business, commercial, light industrial, residential, municipal and tourism related uses should be encouraged along this route. Direct access from road D1485 to these businesses are not automatic and either the Thabazimbi Municipality or the Roads Agency Limpopo (RAL) should be approached to apply for direct access from this road. Where residential developments are located along this route only a single access point should be permitted and individual erven should gain access through an internal road layout. A building restriction line of 16m is applied throughout.

(3) Tourism Development Corridor

Due to the MNP's main entrance in this road, the road gained prominence as a tourism corridor. Many rural residential estates have already establish along this route close to the MNP and tremendous development pressure is experienced for further development of tourism related uses and rural residential lifestyle estates, particularly in areas adjacent or opposite the MNP. Such developments should be supported as it benefits the local economy of the town, increase visitors to the MNP and draws more tourists to Thabazimbi (and Rooiberg). The viability of a separate cycle lane along this corridor should be investigated not only for tourist but also for local labourers that often used bicycles as their main mode of transport. Development along the tourism development corridor should not be unsightly and all illegal activities or land uses (such as addition dwelling units without permission) should be stopped. The possibility of a taxi/communal transport facility on the corner of Hamerkop Street and Road D1485 to Marakele National Park should be investigated.

The road between Thabazimbi and Rooiberg, D928 is already utilised as a main access route between these two towns and also as a main feeder to the Marakele National Park (MNP). Part of National policy is that all roads leading to National Parks should be tarred. This road has already been earmarked for tarring and as soon as this is completed this

will become a very prominent tourism route. A number of rural residential developments or eco-lifestyle resorts, guest houses and game lodges have already been developed along this route. Similar residential and tourist related land uses should be encouraged along this development corridor as it will not only benefit the Park, but also contribute towards the growth of Rooiberg as a tourist destination.

Road P110-1 passes Koedoeskop towards Brits can also be viewed as a development corridor for tourism related uses and rural residential eco-estates. It forms a unit with Road P20/1 from Bela-Bela that is also characterised by tourism related uses and rural residential eco-estates. This road also experiences increased volumes of heavy vehicle traffic travelling between the northern parts of the Province and Northam, Thabazimbi and Lephalale.

Road D869 - D2702 from Northam to Dwaalboom and towards the Derdepoort border post is also a prominent route that is soon to be tarred. This can be referred to as a mining development corridor with a further purpose to link Botswana (Gaborone) with Northam, towards Bela-Bela and Polokwane.

(4) Activity Corridor / Street

Main access to Regorogile, Eland Street, and Van der Byl Street in Thabazimbi as well as Road D1235 running pass the Co-operative and Toyota in Northam are earmarked as activity streets. These streets will be made more pedestrian friendly and vehicle movement can be restricted. Amenities like traffic calming measures, hawker facilities, etc. may be developed along the activity street.

(5) Railway Link

The existing railway line between Northam, Thabazimbi and Lephalale primarily serves as an industrial line for local mines. The possibility of dual use for commuter travelling should be investigated. Of utmost importance is the improvement of safety around the railway link - particularly safe pedestrian crossings over the railway line in Thabazimbi town

(6) Cycle Lanes

New cycle lanes are proposed along the road D1485 to Marakele National Park as well as along Road P16/2 towards Regorogile. The viability of these lanes

should be investigated. The implementation thereof would contribute towards tourism development along Road D1485, as well as towards the accommodation of people without private transport living in Regorogile. Road P16/2 is well known for pedestrian accidents and with a new pedestrian/cycle lane between Regorogile and Thabazimbi the current situation could be improved.

3.3.7 LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS

Settled land claims

A few land claims within the TLM are still outstanding; it is challenging to obtain updated information pertaining to the status and extent of local land claims.

PROJECT NAME	PROPERTIES RESTORED	TOTAL AREA(ha)	NO. OF HOUSEHOLDS
Motlhabatse Community	Remaining Extent, Portion 1 and Portion 2 of the Farm Colchester 17 KQ	2271.3743 in extent and amounted to R17, 000, 000.00.	77 households with 15 women headed households.
Selobatsane Community (21 March 2017)	Farm Driefontein 553 KQ, Farm Koperfontein 550 KQ	R80,168,539	

Below are some of the challenges relating to the land claims in Thabazimbi

Challenge	Recommendation
The time to resolve a land claim is too long.	The locality of Smashblock in relation to the surrounding mines (work opportunities) is ideal for formalisation and individual ownership.

Regarding Smashblock informal settlement there are too many role players being attended to resulting in the real issue not being treated.	The erection of RDP houses at such informal settlement with ideal locality can assist in the housing shortage. (Work opportunities close by should be a prerequisite).
Lack of land for development and resettlement, i.e. Thabazimbi informal settlement.	Assistance to a community as soon as acclaim has been finalised- to become economically viable can be channelled by the municipality.
Inadequate staff compliment to deal with spatial and land use management.	The new Organogram has been expanded to address this challenge and to fast track the turn-around time in dealing with shortage of staff.

3.3.8 SPATIAL SWOT ANALYSIS

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ➤ TLM measures approximately 986 264.85 ha in extent-largest land parcel owned by the municipality in Rooiberg Leeupoort and Regoregile ➤ Ownership of some pockets of land ➤ Ownership of game farms ➤ Municipality is a water and electrify authority in some areas ➤ Gazetted PLUMA Bylaws 	<ul style="list-style-type: none"> ➤ Shortage of staff in critical positions i.e. town planning, civil and building ➤ Huge backlog on land use and land development applications ➤ Lack of implementation of policy prescripts ➤ No GIS ➤ Poor research and alignment with provincial and international trends (PESTEL)

	<ul style="list-style-type: none"> ➤ No funding base for review of plans and implementation of development ➤ Demand for housing far exceeds available resources ➤ Uncontrolled illegal business activities ➤ No land management and disposal mechanisms in place ➤ Informal settlements ➤ Land use transgressions
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Willingness for government sectors to support the municipality ➤ Opportunity for private sector partnership 	<ul style="list-style-type: none"> ➤ Ailing economy ➤ Investor withdrawal and inability to attract future investment ➤ Availability of serviced land suitable for human settlements ➤ Unresolved land claims

3.4 ENVIRONMENTAL ANALYSIS

3.4.1 ENVIRONMENTAL LEGISLATIVE FRAMEWORK.

There are a number of regulation, policies, acts and treaties that are meant at the protection, preservation and conservation of our natural resources. Below is a summary of the legislative framework of the state.

1. The Constitution of the Republic of South Africa (Act 108 of 1996)

Section 24 of the Constitution of South Africa (Act 108 of 1996) provides that everyone has the right to an environment that is not harmful to their health or well-being and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that: □ Prevent pollution and ecological degradation; □ Promote conservation; and □ Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development

2. The National Environmental Management Act (Act 107 of 1998)

The National Environmental Management Act, No. 107 of 1998 (NEMA) came into operation on the 1st January 1999. It is the flagship environmental statute of South Africa. NEMA's primary purpose is to provide for co-operative environmental governance by establishing principles for decision-making on all matters affecting the environment. NEMA also establishes procedures and institutions that will promote public participation in environmental management.

Chapter 1 of NEMA stipulates Environmental Management must place people and their needs at the forefront of its concern, and serve the physical, psychological, developmental, cultural and social interest equitably. It also advocates that development must be socially, environmentally and economically sustainable.

The principles enshrined in NEMA guide the interpretation, administration and implementation of the environment in South Africa. These principles serve as a framework within which environmental management must take place. They include amongst others, sustainable development and the 'polluters pay' principle.

2.1 Sustainable Development

Sustainable development is required to ensure the integration of social economic and environmental factors in decision-making so that development serves present and future generations. Furthermore sustainable development requires that a risk-averse and cautious approach be applied to decision-making.

68

2.2 Polluter Pays Principle.

The 'polluter pays' principle provides that the cost of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment'. NEMA imposes a duty of care on every person who causes, has caused or may cause significant pollution or degradation of the environment to take reasonable measures to prevent the pollution or degradation of the environment from occurring, continuing or reoccurring.

3. The National Water Act (Act 36 of 1998)

The National Water Act, No. 36 of 1998 ('the National Water Act') recognises that water is a natural resource that belongs to all people. The National Water Act regulates the manner in which persons obtain the right to use water and provides for just and equitable utilisation of water resources. Sustainability and equity are identified as central guiding principles in the protection, use and these guiding principles recognise: □ The basic human needs of present and future generations; □ The need to protect water resources; □ The need to share some water resources with other countries; and □ The need to promote social and economic development through the use of water.

4. National Environmental Management: Waste Act (Act 59 of 2008)

The National Environmental Management: Waste Act, No. 59 of 2008 ('Waste Act') was enacted to reform the law regulating waste management and to govern waste management activities. The Waste Act has repealed and replaced those sections of the Environmental Conservation Act that dealt with the prevention of littering and waste management. The Act creates a general duty in respect of waste management obliging holders of waste to minimise waste, recycle and dispose of waste in an environmentally sound manner. Holders must also prevent any employees from contravening the Waste Act.

Section 18 introduces 'extended producer responsibility'. The Minister may identify a product, in terms of which extended responsibility applies, identify measures that must be taken and by whom. The Minister may specify how to implement such extended responsibility and any financial arrangements that must be made

5. National Environmental Management: Biodiversity Act (Act 10 of 2004)

The National Environmental Management: Biodiversity Act, No 10 of 2004 provides for the management and conservation of South Africa's biodiversity, the protection of threatened and protected species and ecosystems, the sustainable use of indigenous biological resources and the equitable sharing of benefits arising out of bio-prospecting of those resources.

6. National Environmental Management: Air Quality Act (Act 39 of 2004)

The Air Quality Act regulates air quality in order to protect the environment. It provides reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development while promoting justifiable economic and social development. The Act further provides for national norms and standards regulating air quality monitoring, management and control by all spheres of government. It also provides for specific air quality measures.

Other legislative framework includes:

1. Minerals and Petroleum Resources Development Act (28 of 2002)
2. Occupational Health and Safety Act (Act 85 of 1993)
3. Hazardous Substances Act (Act 15 of 1973)
4. Water Services Act (Act 108 of 1997)
5. National Forest Act (Act 84 of 1998)
6. National Heritage Resources Act (Act 25 of 1999)
7. Environment Conservation Act (Act 73 of 1989)
8. National Environmental Management Protected Areas Act (Act 57 of 2003)

Environmental Strategic Objectives:

To promote a sustainable environmental Management Systems within the Municipal Jurisdiction.

3.4.2 DEA REQUIREMENTS FOR THE EVALUATION OF IDPS

Many problems have arisen in the past with the evaluation of local government IDPs by the Department of Environmental Affairs (DEA). One of the problems is that the environmental aspects are cross-cutting into several IDP sectors, it is not always clear if the environmental aspects has been addressed efficiently by management, capacity, funding or planning. These problems resulted in the requirement from DEA (National) that each province should compile a document for evaluating an IDP. The objective of this instrument (called “Indicators to ensure IDP Compliance with Environmental Requirements”), should be to evaluate compliance of the IDP in terms of environmental legislation and to address the cumulative impacts which human development have on the ecological, social and economic environment.

Furthermore it is intended to serve as a measure for provincial administrations to evaluate to what extent environmental management is considered in the IDP of a municipality. These requirements serve two purposes. Firstly it enables a province to accurately assess whether an IDP meets environmental provisions and secondly to identify which municipalities require assistance in this regard. The evaluation for the compliance of the IDP in terms of the environmental requirements is in the form of a checklist and questionnaire, which is to be completed by municipalities. The documents have to be submitted to the relevant provincial environmental authority.

The checklist is divided into five environmental theme categories:

- Waste & Pollution Management;
- Air quality & Energy Efficiency;
- Water Management;
- Biodiversity Management; and
- Land Use Planning.

The main purpose of the checklist is to determine which section of the IDP addresses the designated environmental issue.

3.4.3 STATUS QUO REGARDING THE ENVIRONMENT & ENVIRONMENTAL ISSUES

INTRODUCTION

This section provides an overview of the general environmental attributes of Thabazimbi Local Municipality (i.e. the biophysical environment).

3.4.3.1 CLIMATE CHANGE

Climate Change, also called Global Warming refers to the rise in the average surface temperature on earth. An overwhelming scientific consensus maintains that Climate Change is due primarily to the human use of fossil fuels, which release carbon dioxide and other greenhouse gases into the air. The gases trap heat within the atmosphere, which can have a range of effects on ecosystems, including rising sea levels, severe weather events and droughts that render landscapes more susceptible to wildfires.

Causes of Climate Change

The primary cause of climate change is the burning of fossil fuels, such as oil and coal, which emits greenhouse gases into the atmosphere – Primarily Carbon Dioxide. Other human activities such as deforestation and agriculture also contribute to the proliferation of green greenhouse gases that cause climate change.

Effects of Climate Change

1. Rising sea levels due to the melting of the polar ice caps contribute to greater storm damage,
2. Warming ocean temperatures are associated with stronger and more frequent storms
3. Additional Rainfall during severe weather events leads to flooding
4. An increase in the incidence and severity of wildfires threatens habitats, homes and lives
5. The heat waves contribute to human deaths and other consequences.

Mitigating measures

- a) Planting of Trees
- b) Using public transport instead of using own vehicle
- c) Encourage use of non-motorized mode of transport such as bicycles
- d) Education and awareness

3.4.3.2 TOPOGRAPHY/ TERRAIN MORPHOLOGY

The topography of the eastern parts of the municipality area varies from plains which have a moderate to low relief to more complex lowlands, hills and mountains to closed hills and mountains with relief varying from moderate to high.

3.4.3.3 CLIMATE & PRECIPITATION

Climatically, the area may thus be described as semi arid. Daily temperatures are warm to hot, with a daily maximum average of 27°C to 33°C, but may reach as high as 45°C. The daily minimum average varies between 8°C and 12°C. The average annual rainfall is approximately 450mm, occurring in the summer as thunderstorms. Rainfall is strongly seasonal, with most rainfall occurring as thunderstorms during the summer period of October to April.

3.4.3.4. HYDROLOGY

The Crocodile (West) Marico water management area is divided into six sub-areas by the Department of Water Affairs and Forestry for water resources planning purposes. The delineation was largely based on practical considerations such as size and location of sub-catchments, homogeneity of natural characteristics, location of dams, and economic development. The Thabazimbi municipality area is situated in the “Lower Crocodile Water sub-management area”. This sub-management area represents the remainder of the Crocodile River catchment, downstream of the confluence with the Elands River. The river flows in a north/north-westerly direction until the confluence with the Marico River. After the confluence the river is known as the Limpopo River. The Lower Crocodile River has two large tributaries, namely the Sand River and the Bierspruit which join the Crocodile River west of the town of Thabazimbi. Irrigation is the dominant water demand in this sub-area.

3.4.3.5. AQUATIC ECOLOGY

The River Health Programme (RHP) was initiated in 1994 in response to the need to monitor, assess and report on the ecological state of river ecosystems based on their biological condition in relation to all the human-induced disturbances affecting them. The Department of Water and Sanitation, as the legal custodians of water resources in South Africa, has played the leading role in initiating and designing the RHP. The RHP makes use of a suite of ecological indicators that have specifically been selected for their ability to integrate the impact of multiple disturbances on the state of rivers. A river health categorization is used to provide a simplified user-friendly key to a much more intricate and complex process of assessing the Eco-Status of a river. Each river health category relates to a level of ecosystem health, which in turn relates to the potential of the river to support a particular range of ecosystem services. The overall Eco-Status of the Crocodile (West) Marico WMA is POOR. Some parts of the WMA are still in good to natural condition (see Table below for more information). These are found primarily in the headwaters of catchments with very little development and human impact. There are a number of management responses that have been identified - some of these needs to focus directly on the riparian zone and instream habitat, some need to be addressed at the catchment level and others are directly related to water use and quality.

3.4.3.6. GEOLOGY AND SOILS

The Thabazimbi area is generally underlain by the sedimentary and chemical sedimentary rocks of the Transvaal Supergroup. Diabase dykes and sills locally intruded the sediments of the Transvaal Supergroup. The area was structurally deformed and this deformation is manifested by the presence of folding and gentle cross folding that led to the syntaxes of the ridges near Thabazimbi, major east-west oriented thrust faults, smaller scale reverse faults, northwest oriented shear faults and smaller folding. The Transvaal Supergroup in the area is subdivided in the chemical sediments of the Chuniespoort Group and the sedimentary and volcanic rocks of the Pretoria Group. The Pretoria Group in the area is comprised of formations which consist of quartzite and/or shale with the exception of the volcanic Hekpoort Formation. The Rooihoogte Formation is normally found at the base, followed upwards by the Timeball Hill, Boshhoek, Hekpoort, Dwaalheuvel, Strubenkop, Daspoort, Silverton, Magaliesberg and Rayton Formations. The geology in the municipality has some of the richest mineral deposits in the world. North of the Magaliesberg the geology is largely dominated by the Bushveld Igneous Complex. Formations in this complex are extremely rich in minerals and a number of mines have been developed in the area as a result. Platinum, chrome and vanadium mining in particular, are taking place at a large scale. The area mainly consists of sedimentary rock. Extensive mining activities occur mainly in a circular belt around the perimeter of the Bushveld Igneous Complex. These mines are mainly focused on the platina group of metals which are in great demand on the world market at the moment, as well as granite mining. Soil types of the Crocodile (West) Marico WMA are broadly classified as Moderate to deep sandy loam. Most of the clayey loam soils in particular are highly suitable for commercial agriculture when sufficient water is provided.

3.4.3.7. FLORA

According to Low and Rebelo's (1998) vegetation map of South Africa, the study area is dominated by the Mixed Bushveld vegetation type. The vegetation found here varies from dense short bushveld to a more open tree savanna. This vegetation type is found in areas where the rainfall varies between 350 and 650 mm/annum and the altitude comprises low relief plains at an altitude range of 700 to 1000 mass per index. The northern parts of the municipal area are dominated by Mixed Bushveld, Sweet Bushveld and Mopane Bushveld vegetation types. The central and western parts are dominated by Mixed Bushveld, while North-eastern Mountain Grassland and Mixed Bushveld vegetation types are found in the eastern parts. According to Acocks (1975) the Mixed Bushveld veld type comprises various variations and transitions.

3.4.3.8. FAUNA

The red data list of mammals that could potentially occur on areas that are to be developed within the municipal area, is provided below.

RED DATA LIST - MAMMALS

COMMON NAME	BOTANICAL NAME

Leopard	<i>Panthera pardus melanotica</i>
African civet	<i>Civettictis civetta australis</i>
Rare	
Endangered Roan Antelope	<i>Hippotragus equinus equinus</i>
Honey badger	<i>Mellivora capensis capensis</i>
African Wild Cat	<i>Felis lybica cafra</i>
Vulnerable	
Antbear	<i>Orycteropus afar afar</i>

3.4.3.9 SENSITIVE AREAS/ENVIRONMENTS

SENSITIVE ENVIRONMENTS/AREAS

In the context of this study, *sensitive environments/areas* comprise areas and/or features that are important from a natural (conservation), economic and cultural perspective. By identifying these due action can be taken so as to ensure that environmental sustainability, health and safety are not compromised, and that natural and cultural resources (as well as economically viable resources), are not endangered.

The following environments are normally seen as sensitive environments:

- Areas within the natural floodplains of streams or rivers
- Wetlands and pans
- Heritage/Archaeological sites
- Mountains, ridges and koppies
- Officially proclaimed nature conservation areas, botanical gardens, conservancies, bird sanctuaries and a 100m buffer zone around such areas
- Areas where Red Data species are known to occur (including a 270m buffer zone around such)
- Historical sites as proclaimed by the National Monuments Act or the National Heritage
- Resources Act no. 25 of 1999

- Cultural features (graveyards, historical sites, place of worship)
- High potential farmland
- Private conservation areas & nature reserves (mainly due to the positive contribution they make towards conservation & eco-tourism).

SPATIAL GUIDELINE

The Municipality is in a position to advice developers regarding sensitive components in its area of jurisdiction.

RIVERINE SYSTEMS & RIPARIAN ZONES

The riparian zone is an important ecological link between the river and the terrestrial component of a catchment. In addition it provides a necessary buffer between the river itself and any potential impacts that might originate from within the catchment. The protection of the riparian zone should be a management priority, where management responses should include;

- ▯ the minimization of future development within the riparian zone, and
- ▯ Control and management of existing activities that occur within the riparian zone, such as grazing, sand winning and mining.

All these activities change the structure and functioning of the riparian zone – sometimes irreversibly. It is therefore not only the responsibility of the municipality but also landowners; farmers; developers; rural communities and various government departments to ensure the integrity of the riparian zone. The conservation status of a river is defined as an assessment of the degree to which it has been modified from its hypothetical natural state.

The main problems at the Crocodile River are related to;

- stream bank erosion,
- the removal of riparian vegetation,
- nutrient loading,
- catchment erosion, and
- Riverbed modification due to the accumulation of sediment.

These factors can predominantly be related to agricultural practices.

3.4.3.10 NATURE RESERVES AND CONSERVANCY AREAS

Development in and in close proximity to private conservation areas & nature reserves should be done very carefully so as not to impact negatively upon them (mainly due to the positive contribution they make towards conservation & eco-tourism).

Marakele & the Waterberg biosphere reserve:

The UNESCO Waterberg Biosphere Reserve area constitutes a core area (devoted to long term protection, according to the conservation objectives of the biosphere reserves), a buffer zone surrounding or contiguous to the core area (where only activities compatible with the conservation objectives can take place), and an outer transition area where sustainable resource management practices are promoted and developed. There are currently five core areas in the Waterberg Biosphere Reserve, of which only one, Marakele, is proclaimed a National Park. Apart from tourism and hunting, mixed farming practices such as cattle and game farming, are found on some of the buffer zone farms. Other activities within the buffer zone include a number of extensive environmental education programmes currently conducted by the Wilderness Trust of Southern Africa.

3.4.3.11. ENVIRONMENTAL CHALLENGES

- Lack of proper land use zonation in the area between Thabazimbi town and Marakele National park is of the utmost importance,
- Environmental Pollution and degradation due from illegal disposal of waste and mining activities.
- Non-Compliance with Environmental legislations by both Private and Government Sectors.
- Depletion of Natural Resources due to increased mining activities within the Municipal Jurisdiction.
- Lack of Environment Status Quo Report.
- Increased environmental disaster due to global warming.

Waste water (sewerage) management

- a) The effective and environmentally responsible management of wastewater treatment facilities within the municipal area is a vital requirement in order to curtail the risk associated with pollution from such facilities.
- b) The Thabazimbi Municipality's sewerage works facility in the town of Thabazimbi was upgraded in 2018 to have sufficient capacity to handle sewage flows emanating from the town.
- c) A potential environmental risk stems from the fact that the current sewerage works facility in the town of Thabazimbi is located within the floodline area of the Rooikuispruit. During high rainfall occurrences the mentioned stream has flooded the existing works, resulting in untreated sewerage effluent entering the natural environment.
- d) The waste water treatment facilities at Northam require urgent attention, as current flows are exceeding the capacity of the existing oxidation ponds, thus resulting in extensive pollution (due to overflowing oxidation ponds). The Northam sewage treatment facilities are also not fenced and has potential for negative health & safety impacts. It is therefore recommended that a new Waste Water Treatment Plant be constructed in Northam to handle sewage flows emanating from Town and new developments.

Alien species control

- a) The Rooikuispruit water course can be described as an asset for the town of Thabazimbi. The riverine vegetation of the spruit is infested by invader/ alien plant species. The danger exists that these species could spread to areas downstream. Therefore, the control of invaders/ alien plant species within the Rooikuispruit should receive attention from time to time. Immediate management/rehabilitation interventions required with regard to the spruit include;
 - Removal of alien plant species within the stream channel, and
 - Collection and disposal of solid waste (litter) occurring within the stream channel.
 - Control of invading alien plants along the entire stream channel area is imperative.

- Impacts associated with invasive alien plants typically include;
- reduced surface water runoff and groundwater reserves,
- increased biomass and fire intensity,
- markedly reduced biodiversity, and
- a number of economic consequences

3.5 KPA- 2 BASIC SERVICES AND INFRASTRUCTURE

3.5.1 WATER

3.5.1.1. INTRODUCTION

LEGISLATIVE REQUIREMENTS

- National Water Act 36 of 1998
- Water Services Act 108 of 1997
- Regulations for Blue Drop and Green Drop
- Mine Water Regulations

Thabazimbi municipality is designated as Water Services Authority and Water Service Provider in terms of Water Services Act No 108, 1997. Water Services Development Plan is in place but require review.

GOVERNMENT 14 OUTCOME DELIVERY AGREEMENTS

The Medium Term Strategic Framework (MTSF) is structured around 14 priority outcomes which cover the focus areas identified in the National Development Plan (NDP) and Government's electoral mandate. These are made up of the 12 outcomes which were the focus of the 2009-2014 administration, as well as two new outcomes (social protection, nation-building and social cohesion).

Vision of outcome 9

A responsive, accountable, effective and efficient local government system. Key way to achieve this vision amongst others is:

- Ensuring that Municipalities meet the basic service needs of communities

The output objectives set-out on outcome 9 in our perspective are as follows:

Improve universal access to basic services by 2019

- Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2019

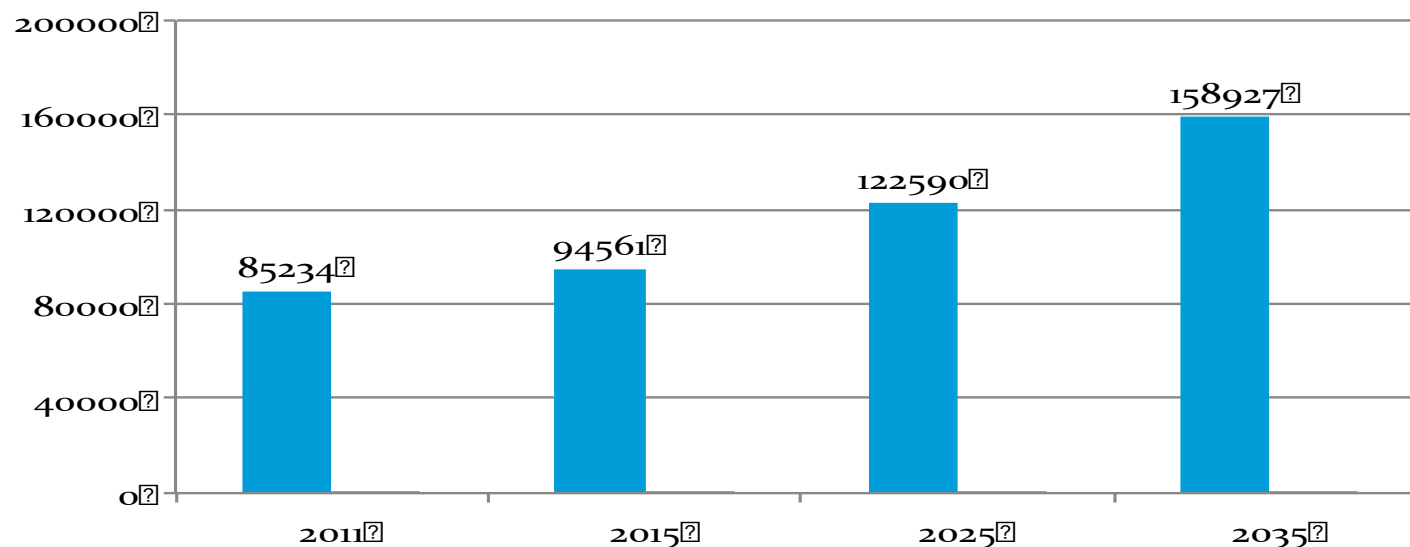
DELIVERABLES

Demographics

The regional and national water planning process considers population dynamics as a key input in projecting water demands. With mining towns, both natural increase and migration play a role in the robust growth of the population. Hence, according to Statistics SA Thabazimbi had a population intercensal growth rate of 0.028% for the period 2001 – 2016. Thabazimbi population for the year 2016 (Community Survey) was 96 232.

The projections reveal that the population in the year 2025 is estimated at 122 590. Looking at 10 year intervals, the population of Thabazimbi is estimated at 158 927 for the year 2035 see Figure below

THABAZIMBI POPULATION PROJECTION



CURRENT WATER DEMAND AND FUTURE PROJECTIONS

- The following table shows computations for four types of the LOS (Level of Service): 130, 150, 200 and 250 l/c/d with conveyance loss of 20%.

L/c/d	130			150			200			250		
Conveyance losses	20%			20%			20%			20%		
Time Horizon	2015	2025	2035	2015	2025	2035	2015	2025	2035	2015	2025	2035
AADD(Ml/day)	12.29288	15.93664	20.66047	14.18409	18.38843	23.839	18.91212	24.51791	31.78533	23.64015	30.64739	39.73167
GAADD(Ml/day)	14.75145	19.12397	24.79256	17.02091	22.06612	28.6068	22.69454	29.42149	38.1424	28.36818	36.77687	47.678
SPD(Ml/d)	17.70174	22.94877	29.75107	20.42509	26.47934	34.32816	27.23345	35.30579	45.77088	34.04181	44.13224	57.2136

3.5.1.2 BLUE DROP AND GREEN DROP STATUS

Thabazimbi Local Municipality is a registered Water Services Authority and Water Services Provider. Both Thabazimbi and Northam water services is the core function of Magalies Water Board with daily allocated quota of 7MI and 2MI respectively.

Thabazimbi Local Municipality have Five Water Systems registered on the National Department of Water and Sanitation under Blue Drop Certification programme.

- Northam Water Supply System – Water Services Authorities (Water supplied by Magalies Water)
- Thabazimbi Water Supply System – Water Services Authorities and Water Services Provider
- Schilpadnest Water Supply System – Water Services Authorities and Water Services Provider
- Rooiberg Water Supply System – Water Services Authorities and Water Services Provider
- Leeupoort Water Supply System – Water Services Authorities and Water Services Provider

INFORMAL SETTLEMENTS NOT YET REGISTERED ON THE BLUE DROP SYSTEM

- Jabulani
- Mmamoraka
- Dwaalboom
- Skierlik

There are two programmes in place in order to ensure effective and efficient delivery of sustainable water services.

- **Blue Drop Certification Programme** for Drinking Water Quality Management Regulation (measures and compares the results of the performance of Water Service Authorities and their Providers) ;

The province has eleven (11) WSA's together with the Water Services Providers assisting some of the WSAs. The Department of water and sanitation has audited 74 water supply systems during 2014 Blue Drop audit cycle. There was substantial decline in 2014 provincial Blue Drop score with a decrease of 17.9% resulting in a decline from 9 to 1 in the number water supply systems achieving Blue Drop Certification status. Forty five systems received BD scores below 50% while 18% of the systems are in high category risk while 2 systems are in critical risk category.

Water Services Authority	2009	2010	2011	2012	2013	2014
TLM	N/A	54%	14%	54%	59%	56%

- **The Green Drop Certification Programme** for Wastewater Quality Management Regulation (focuses on the entire business of the municipal wastewater services (entire value chain), the risk analysis focuses on the wastewater treatment function specifically).

The 2014 Green Drop Progress report is based on a self-assessment by the municipalities and confirmed by the Department of Water and Sanitation to ensure credibility and verified information is reported to the public. The DWS team that served as moderators for the information provided by the Water Services

Institutions is made up of a trained group who not only assesses the performance, but they also ensure that regulatory advice is given to municipal wastewater management on required improvements.

The main objective of this regulation approach is to identify measure and develop the core competencies required for the sector that, if strengthened, will gradually and sustainably improve the level of wastewater management in South Africa. A wastewater treatment works with a higher Cumulative Risk Rating (CRR) value means that plant has reached or is approaching its critical state of operation and therefore requires intervention. A lower CRR value means the plant holds a low and manageable risk position.

The 2014 Green Drop Progress Report presents the current risk profile and a 6-year trend analysis of wastewater treatment plants on three levels:

- National overview that collates and elevates the detailed findings on system level to that of a provincial overview, which can then be compared and inculcated as a national view of wastewater treatment performance. Comparative analyses amongst the provincial performances are useful indicators and benchmarks for the various role players.
- Province specific risk figures and information to highlight the strengths, weaknesses and progress for the collective of WSIs within the province or region;
- System specific risk data and information pertaining to the performance of each wastewater treatment system per WSI (municipal, private WSIs)

Performance 2014

Thabazimbi Local Municipality is in high and critical risk in Limpopo following the assessments. Subsequently, these plants are placed under regulatory surveillance and therefore require immediate intervention:

WSA Name	2009	2011	2013	2014 Average CRR/CRR max % deviation	WWTP's in critical and high risk space
TLM	0%	48%	28%	80.4%	Northam and Rooiberg

3.5.1.3 LEVEL OF SERVICE

Service levels - Water Provision per HH

Piped (tap) water inside the dwelling/house

- Piped (tap) water inside yard
- Piped water on community stand
- Neighbour's tap
- Public/communal tap

Total Households	Level of Service - Piped water	Other Source (borehole, water tanker)/ Backlog	% of Backlog
35 462	25 618	9 845	27%

Source: Stats SA, Community Survey, 2016

Water losses

- The water losses are identified mainly in the RDP sections where number of households have their water standpipes wrapped with plastic and other objects before and after the meters. Other cause of losses is where meters are vandalized and visible leaks not reported.
- The billing statement database is also a very good evidence of the households that are either having illegal connections or having serious water leakage within the household or after the meter.
- Unauthorized connections give rise to unnecessary water losses. The Water by-law is now promulgated and this will help the municipality to impose penalties to illegal connectors.
- There are approximately 5 000 water meters that are dysfunctional and an average of 5 017 water meters are billed for consumption on a monthly basis.

The Municipality does not have systems in place like the automatic meter reading or sufficient zone bulk meters to determine the water balance and distribution losses systematically. We rely completely on the billing system to determine water losses. The current monthly water losses on average are in the order of $\pm 42\%$. This is also due to old infrastructure and unaccounted for water as a result of meters not read.

3.5.1.4 WATER SOURCES

Thabazimbi, Regorogile and Northam currently have a quota of 9ML per day from Magalies board. Regorogile and Thabazimbi have additional supply from seven boreholes. The boreholes are located at Group 5, 12, B7 and Thaba Park.

The present allocation from the Vaalkop Dam is 7 MI/d and 2 MI/d for Thabazimbi and Northam respectively. The average abstraction from the boreholes is 4 MI/d.

Rooiberg and Leeupoort/Raphuti currently source their water from local boreholes.

Schilpadnest water is also supplied from three working boreholes without any chlorination facilities.

The existing water pumpstation caters for Thabazimbi town including Regorogile and Ipelegeng. The current capacity of the plant is 28l/second but the average daily flow is about 60l/second. The municipality does not provide bulk water to the mines within its area of jurisdiction.

The main sources of potable water are:

Area	Source			Future projections 2040 (AADD) (m ³ /d)
	Surface water	Groundwater	Groundwater Capacity	
Thabazimbi & Regorogile	Vaalkop Dam (Magalies Water)-7ML/d	B7 (1 borehole) Group 5 & 12 (4 boreholes) Thaba Park (2 boreholes)	1.8MI/d 2.1MI/d 1.6MI/d	16 976
Northam	Magalies Water-2ML/d	Northam Ext 16 (2 boreholes)	750KI/d	6 687
Leeupoort/Raphuti	-	2 Boreholes	2.8ML/d	
Rooiberg	-	3 Boreholes	2.7ML/d	
Schilpadnest	-	4 Boreholes	2.4MI/d	

Pilanesberg bulk water supply scheme to augment future water requirements

Our request from the scheme (North of Pilanesberg) is 13 MI/d (9MI/d for Thabazimbi and 4MI/d for Northam) and this will be for domestic use. The funding required is approximately R250m from Regional Bulk Infrastructure Grant (RBIG). The total cost of the scheme is R439m. Construction is estimated to be completed in December 2019.

3.5.1.5 WATER CHALLENGES

- Inadequate bulk water supply
- Ageing infrastructure
- Poor quality of drinking water
- Illegal connections, theft and vandalism
- Low water pressure

Implications

- Loss in revenue
- Impedes on possible investors
- Community unrests/protests
- Health hazards

Recommendations

- Upgrading of internal bulk and domestic water reticulation
- Augment water supply by establishing additional water sources (boreholes)
- Installation of bulk meters to reduce water losses
- Reduction of water leakages – replacing the worn out pipelines (between TBZ pumpstation and reservoirs)

3.5.1.6 PROVISION OF BASIC WATER

Free Basic Services of Indigent Households for 2018/2019

Type of FBS	No of HH	Unit
Water	539	6 KL/m

Audit of Policies and Strategies

Policy/Strategy/ By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Water Services Development Plan	None	2010	The new WDSP must be reviewed and adopted by council	Review WSDP
Water By-Law	Promulgated	2014/15	Enforcement needs to be effected.	
Electrical Master Plan	None	2005	The new Electrical Master Plan must be reviewed and adopted by Council	Develop new Electrical Master Plan
Electrical By-Law	Developed	2012	Electrical By-law must be reviewed and promulgated	Review Electrical By-law
Section 78 Process on water functions	Completed	2015	Council to start a new process	Completion in 2019
Roads and Stormwater Master Plan	None	-	Roads and Stormwater Master Plan must be developed and adopted by Council	Development of Roads and Stormwater Master Plan

3.5.2 SANITATION

3.5.2.1 INTRODUCTION

Legislative Requirements

- National Water Act 36 of 1998
- Water Services Act 108 of 1997
- Regulations for Blue Drop and Green Drop
- National Environmental Management Act

Vision of outcome 9

A responsive, accountable, effective and efficient local government system. Key way to achieve this vision amongst others is:

- Ensuring that Municipalities meet the basic service needs of communities

The output objectives set-out on outcome 9 in our perspective are as follows:

Improve universal access to basic services by 2019

- Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to 90% by 2019, including elimination of bucket sanitation in the formal areas.

3.5.2.2 PROVISION OF SANITATION

Thabazimbi, Regorogile, Rooiberg and Raphuti are using water borne sewer system. The current sanitation system in Northam is 70% water borne and 30% septic tank. Leeupoort are using septic tanks. The Municipality empties the septic tanks for all the residents regularly and discharges the sewerage into the existing oxidation pounds. The outfall sewer has been partially constructed in Northam and the project is still outstanding.

3.5.2.3 LEVEL OF SERVICE

Service levels - Sanitation Provision per HH

Flush/chemical toilet

- Flush toilet connected to a public sewerage system
- Flush toilet connected to a septic tank or conservancy tank
- Chemical toilet

Other

- Pit latrine/toilet with ventilation pipe
- Pit toilet/toilet without ventilation pipe
- Ecological toilet (e.g. urine diversion, Enviro Loo, etc.)
- Bucket toilet (collected by municipality)
- Bucket toilet (emptied by household)

No of households	Flush Toilet	Other	None	% of Backlog
35 463	23 175	9 730	2 558	34%

Source: Stats SA, Community Survey, 2016

3.5.2.4 CHALLENGES PERTAINING TO SANITATION

- Ageing infrastructure
- Lack of funding for capital projects and minimal resources
- Regular sewer blockages
- Overflowing of septic tanks

Implications

- Loss in revenue
- Impedes on possible investors
- Community unrests/protests
- Health hazards

Recommendations

- Procurement of a combination high pressure jet unit to unblock sewer network and empty septic tanks.
- Upgrade the sewer network

3.5.2.5 PROVISION OF FREE BASIC SANITATION

Free Basic Services of Indigent Households for 2018/2019

Type of FBS	No of HH
Sewer	539

3.5.3 ENERGY AND ELECTRICITY

3.5.3.1 INTRODUCTION

Legislative Requirements

- Occupational Health and safety Act
- NERSA Regulations
- Electricity Act 41/1987

Vision of outcome 9

A responsive, accountable, effective and efficient local government system. Key way to achieve this vision amongst others is:

- Ensuring that Municipalities meet the basic service needs of communities
- The output objectives set-out on outcome 9 in our perspective are as follows:

Improve universal access to basic services by 2019:

- 1.4 million additional households to be connected to the grid between 2014 and 2019, and 105 000 additional non-grid connections.

The municipality has electricity distribution license issued by NERSA in terms of the Electricity Act 41 of 1987. The license covers the following areas for distribution and retail:

- Greater Northam RLC (Portion)
- Thabazimbi TLC (Whole)
- Rooiberg

Currently the municipality is an Electricity Service Provider in Thabazimbi town, Regorogile extensions 2, 3 (Meriting), 5, 6, 7, 9, Ipelegeng, Rooiberg and Raphuti (portion). Eskom is supplying Northam, Regorogile extensions 1, 3 and 4, Raphuti (RDP) farms and mining areas. Skierlik informal settlement is supplied by ESKOM.

Electricity distribution and licensing

- Thabazimbi Local Municipality to submit detailed areas of supply to NERSA for rectification
- Take-over of electricity supply to the mines and other customers
- TLM to negotiate with the Mines and Eskom as recommended by NERSA

The takeover is to be implemented in the following areas currently supplied by Eskom:

- Thabazimbi ext 32
- Regorogile ext 1, 3 and 4
- Northam town and its extensions
- Leeupoort and Raphuti
- Marakele Estate
- All the mines (section 78 process to be undertaken)
- All businesses

The following are proposed motives for the takeover:

- Implementation of same tariffs (Eskom and Municipality's tariffs are not the same)
- Revenue enhancement

3.5.3.2 ELECTRICITY SOURCE AND BACKLOG

No. of Households	Source of Energy	Coverage	Backlogs	% of Backlogs
35 463	Electricity	27 041	8 422	31.14
	Solar Panels	7 622	800	10.49

Electricity losses

The total electricity losses are at 28% due to dysfunctional meters and ageing infrastructure.

The municipality will also encourage the use of alternative energy to consumers who are not connected to the existing electricity grid.

3.5.3.3 POTENTIAL ALTERNATIVE SOURCES OF ENERGY

Provision of alternative energy such as solar should be rolled out in the 2019/20 financial year

3.5.3.4. BULK INFRASTRUCTURE UPGRADE AND ELECTRIFICATION PROJECTS

Executive Summary and Background

Thabazimbi Local Municipality is one of the licensed municipalities in Limpopo province. Electricity is one of the main basic services that the municipality is offering to the entire Thabazimbi residence, regulated by NERSA.

Thabazimbi local municipality has two switching stations called Thaba-village that is situated next to the railway line in the far east of Thabazimbi town while Sentraal substation is in the centre of Thabazimbi town. Eighty (80) percent of Thabazimbi households are getting electricity from these two substations.

The main purpose of the project is to request allocation for upgrade bulk infrastructure, address electrification backlog challenges and improve network reliability which badly impacts economic activity.

The scope includes electrification of 850 households at Regorogile and Thabazimbi; Regorogile township extension 8 and 10 that comprises of low income (RDP), medium term and rental households. Development of Thabazimbi town and planned extension 18 residential area. Also upgrading of the main switching station, 11kV overhead lines, supply cables and upgrading and refurbishing some transformers and min-subs will increase internal network capacity. This will accommodate the electrification of backlogs, development and attract developers into the Municipality.

Thabazimbi local municipality is in need of the **R 48,000,000.00** for bulk supply in the next three financial years. The funds are urgently to upgrade the bulk infrastructure to address electrification backlog and improve network reliability which badly impacts economic activity.

Background

Thabazimbi Local Municipality is one of the licensed municipalities in Limpopo province. Electricity is one of the main basic services that the municipality is offering to the entire Thabazimbi residence, regulated by NERSA.

Thabazimbi local municipality has two switching stations called Thaba-village that is situated next to the railway line in the far east of Thabazimbi town while Sentraal substation is in the centre of Thabazimbi town. Eighty (80) percent of Thabazimbi households are getting electricity from these two substations.

Thaba-village and Sentraal substations are equipped with seventeen (17) old fashioned Reyrolle SF6 gas switchgears that are no more available in today's market and are costly to maintain. The municipality experience rapid power failures due to their life span especially during rainy seasons. That also damages customer's electrical appliances and causes non-compliance to NRS 047 (quality of service).

2. Purpose

The main purpose of the project is to request allocation for upgrade bulk infrastructure, address electrification backlog challenges and improve network reliability which badly impacts economic activity. This document forms part of documentation required by Department of Energy as well, to authorize funding of the project.

The scope includes electrification of 850 households at Regorogile and Thabazimbi; Regorogile township extension 8 and 10 that comprises of low income (RDP), medium term and rental households. Development of Thabazimbi town and planned extension 18 residential area. Also upgrading of the main switching station, 11kV overhead lines, supply cables and upgrading and refurbishing some transformers and min-substations will increase internal network capacity. This will accommodate the electrification of backlogs, development and attract developers into the Municipality.

If the project does materialize the electrical department will be forced to service these switchgears on quarterly basis through service providers and these caused financial distress to the municipality. Infrastructure is in a state of disrepair, unsafe and will prohibit further electrification and development projects. The main switching station also experience cable burning on regular basis because their current carrying capacity being exceeded due to high demand.

1. Description of the Project

The proposed project description includes the following:

Phase 1:

Thaba Village Main Substation

- ✓ Replacement of 10 x SF 6 gas breakers with modern technology switchgears
- ✓ Construct and Install 10 protection panels
- ✓ Refurbish of the old existing building
- ✓ Upgrading of capacitor switch gear for power factor correction
- ✓ Upgrading 95mm to 150mm XLPE MV cables
- ✓ Installation of two auto-recloses in both feeders

Phase 2:

- ✓ Construction of 5 km 11 kV over-headline to supply Regorogile Ext 8 and 11
- ✓ Electrification of 400 in-fills that cannot be electrified
- ✓ Electrification of Regorogile Ext 10 (Informal settlement) – 200 stands
- ✓ Electrification of Thabazimbi Ext 18- 250 housed (services stands)

Phase 3:

Sentraal Sub-Station

- ✓ Refurbishment of 2 x 5 MVA transformers and mini-substations and oil sampling
- ✓ Replacement of 12 x SF 6 gas breakers with modern technology switchgears
- ✓ Construct and Install 12 protection panels
- ✓ Building refurbishment

These projects description also includes, network study in order for the service provider to update the existing energy master plan.

3. Existing Backlog (Backlog)

- ✓ Thabazimbi local municipality is currently facing the following challenges due to internal network capacity
- ✓ More than 400 in-fills that cannot be electrified
- ✓ Halted development of Regorogile extension 8 and 11 - 15005 stands
- ✓ (Proclaimed land)-bulk supply
- ✓ Development of Regorogile Ext 10 (Informal settlement) – 200 stands
- ✓ Thabazimbi Ext 18- 250 housed un-electrified (services stands)
- ✓ Rapid power failures caused by network overload
- ✓ Ongoing maintenance on old switchgears
- ✓ Unsafe substations and dilapidated buildings
- ✓ Oil leaking transformers and mini-subs

2. Future Developments (5 to 10 years)

Thabazimbi local municipality development plans from SDF are listed below:

- ✓ Regorogile Ext 11 - 500 stands (Proclaimed land)
- ✓ Regorogile Ext 48 – 2000 stands
- ✓ Regorogile Ext 9 – 264 stands
- ✓ Thabazimbi Ext 18 – 3000 stands (Pro-claimed land, phase 1 already on going, 200 stands backblock is from this phase)

3. Project Costs Estimate

Phase 1: Financial 2018/2019

Project No.	Priority	Project Description	Location	Project Cost
	Address the current electrification backlog	Thabazimbi Main Substation Upgrade	Thabazimbi Town	R 13,000,000.00

Phase 2: Financial 2019/2020

Project No.	Priority	Project Description	Location	Project Cost
	Reduce the current electrification backlog	Construction of 5 km 11 kV over-headline to supply Regorogile Ext 8 and 11	Regorogile Ext 8 and 11	R 7,000,000.00

Phase 3: Financial 2020/2021

Project No.	Priority	Project Description	Location	Project Cost
	Address the current electrification backlog	Sentraal Substation Upgrade	Thabazimbi Town	R 28,000,000.00

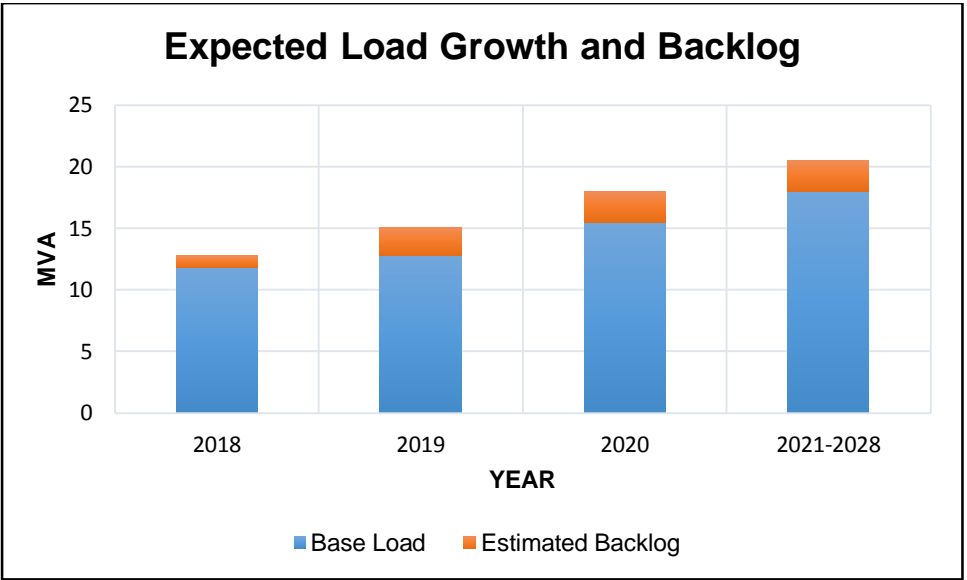
The total project cost is **R 48, 000, 000.00** only for bulk supply.

4. Beneficiaries

This project will benefit Thabazimbi Local Municipality community and the local economy.

5. Load studies

Thabazimbi Local municipality electrified 900 shacks, 500 RDP houses from 2007 to date with funding from DoE in our area of supply, Thabzimbi Mall and TVET College was also build in a short space of time. These projects increased the municipality monthly maximum demand from 11.8 MVA to 15.5 MVA and that brought distress to the existing internal network that was installed 25 years ago.



Year	Base Load (MVA)	Estimated Backlog (MVA)	Expected Load (MVA)
2018	11.8	1	12.8
2019	12.8	2.3	15.1
2020	15.5	2.5	18
2021-2028	18	2.5	20.5

The above load growth was informed by Thabazimbi Local Municipality Spatial Development Framework, Technical Services and Infrastructure Planning as the energy master plan is in a process of being updated.

Eskom substation is built to cater 20 MVA to municipality which is still enough since we are currently on 11.8 MVA with a Notified Maximum Demand of 12.6 MVA. After electrification of all the project and the upcoming development the load is expected to grow to 15.1 MVA in 2019 and estimated to be at 20.5 MVA by 2028 should all planned developments materializes. It is recommended to upgrade the Thabazimbi main switching substation to accommodate 21 MVA capacity for future load growth.

6. Project Costs Cash flow

Phase 1:

Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018
R1, 083 333.33	R1, 083 333.33	R1, 083 333.33	R1, 083 333.33	R1, 083 333.33
Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019
R1, 083 333.33	R1, 083 333.33	R1, 083 333.33	R1, 083 333.33	R1, 083 333.33
May 2019	Jun 2019	Total		
R1, 083 333.33	R1, 083 333.33	R13, 000 000.00		

7. Project Milestones

- ✓ Removal of old panels
- ✓ Refurbish the building
- ✓ Replacement of switchgears
- ✓ Upgrading of medium voltage feeder cables
- ✓ Construction 11kV Overhead lines
- ✓ Electrification of 400 in-fills at Regorogile
- ✓ Electrification of Regorogile Ext 10 (Informal settlement) – 200 stands
- ✓ Electrification of Thabazimbi Ext 18- 250 houses (services stands)

8. Project Manager

The project will be manage by Eskom as the implementation agent and handover to the municipality.

3.5.3.5 CHALLENGES PERTAINING TO PROVISION OF ELECTRICITY

- Limited access to basic services
- Infrastructure degradation resulting in electricity blackouts
- Climate change
- Financial sustainability
- Promulgation of by-laws
- Mushrooming of informal settlements
- Illegal connections
- Delay in formalization of informal settlements

Implications

- Loss in revenue
- Inability to reach/achieve Universal Access by 2025
- Impedes on possible investors
- Community unrests/protests

Recommendations

- Upgrading of internal electricity network (DoE)
- Upgrading of the substations switchgears
- Construction of a new Doornhoek electrical substation (Ext 18)

3.5.3.6 PROVISION OF FREE BASIC ELECTRICITY**Free Basic Services of Indigent Households for 2018/2019**

Type of FBS	No of HH	Unit
Electricity – Eskom	745	50 KWH
Electricity - TLM	410	

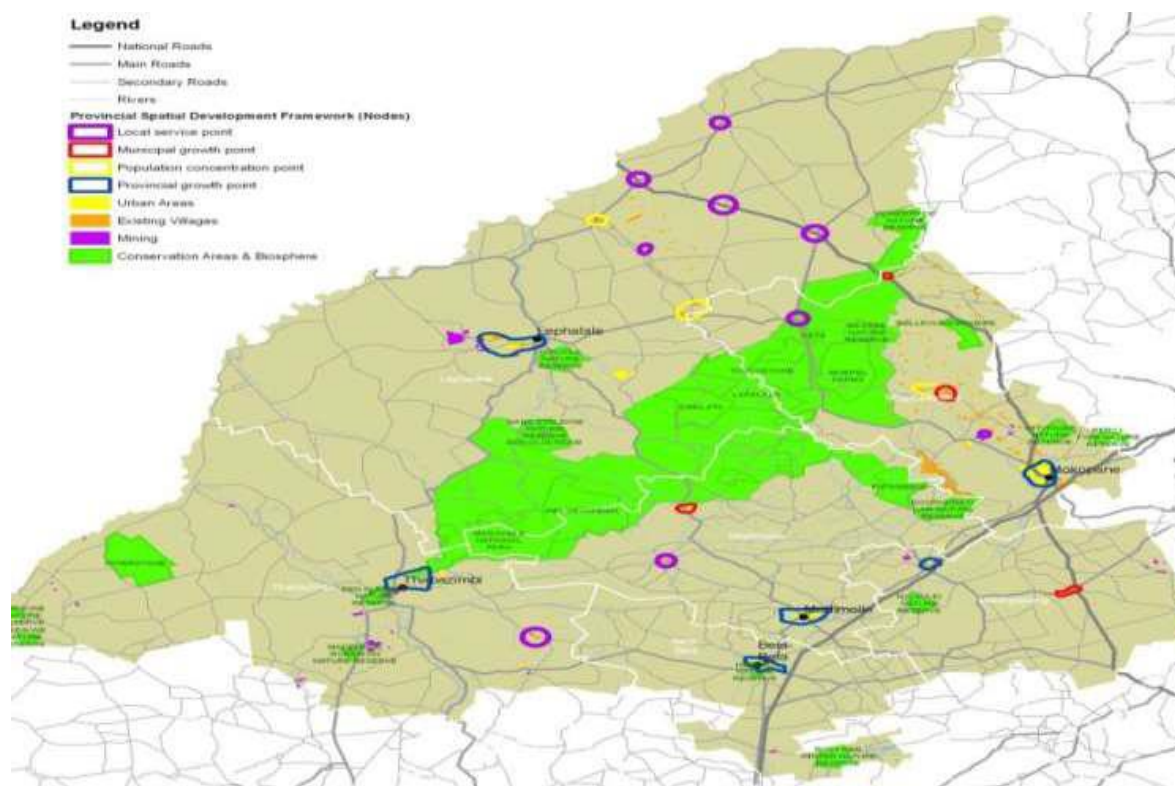
3.5.4 ROADS AND STORM WATER

3.5.4.1 INTRODUCTION

Legislative Requirements

- Occupational Health and safety Act 181 of 1993
- National Road Traffic Act 1996

3.5.4.2 MUNICIPAL ROADS AND STORM WATER INFRASTRUCTURE



3.5.4.3 STATE OF MUNICIPAL ROADS

ROUTES	ADT	HEAVY ADT	DESCRIPTION	ECONOMY-RELATED ISSUES
P16/2	6289		<ul style="list-style-type: none"> Link with the P84/1 situated in the Lephalale Local Municipality. Classified as a main route. 	<ul style="list-style-type: none"> Main route to the Botswana border (Stockport). Link to the North West Province (Rustenburg). Major residential nodes and Mines are concentrated and adjacent and in close proximity to this route. The remainder of the area to the east and west of this route is mainly farm land. High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore.
P110/1	1650		<ul style="list-style-type: none"> North-South route Classified as a main route 	<ul style="list-style-type: none"> Access route to the North West Province (Brits/Madibeng)
P20-1	2139		<ul style="list-style-type: none"> East-West route Classified as a main route Main access to Bela-Bela 	<ul style="list-style-type: none"> Link between Thabazimbi and Bela-Bela. High volume of tourism activities on this route. High volume of heavy truck traffic due to bulk haulage of cement, mining timber and ore. Link between Bela-Bela and Northam which forms the main route between Polokwane and Rustenburg. The link of Road P20-1 with Road P20-2 via Northam to Dwaalboom and to Derdepoort (Gaborone) will be very prominent once all the roads are tarred.
P20-2			<ul style="list-style-type: none"> East-West route. Classified as a main route. Access to Koedoeskop/Northam. 	<ul style="list-style-type: none"> Link between Koedoeskop and Northam
D928			<ul style="list-style-type: none"> Access road to Rooiberg from Thabazimbi. Classified as a main route. 	<ul style="list-style-type: none"> Tourism activities on this route that will increase once road is tarred.
D1649			<ul style="list-style-type: none"> Access road to Dwaalboom. 	<ul style="list-style-type: none"> Link between Thabazimbi and Dwaalboom. High volume of use related to PPC mining activities.

3.5.4.4 BACKLOGS ON ROADS AND STORM WATER AND ANY OTHER RELEVANT INFORMATION REGARDING ROADS AND STORM WATER

- Poor road infrastructure and storm water management due to financial constraints and shortage of resources.
- The initial backlog of 63km of roads that needed to be upgraded was reduced to 58km following the completion of MIG projects (A total of 5km of internal roads was upgraded).
- The initial backlog of 56km of storm water to be upgraded was reduced to 54.8km (A total of 1,2km storm water was upgraded).
- The remaining backlogs will be addressed through MIG funding

3.5.4.5 CLASSIFICATION OF ROADS NETWORK

Description	Municipality
N11 to modimolle to Vaalwater to Lephalale	Mookgophong, Modimolle , Lephalale
Pienaarsrivier, Rapotokwane	Bela Bela
Mookgophong to Welgevonden to Alma to Rankinspas to Marakele Nature Reserve to Thabazimbi	Mookgophong, Modimolle, Thabazimbi
Groenvlei to Mashimali to Rooipan to Grootvlei	Lephalale
Bulgerrivier to Wolwefontein to Sterkfontein to Rooipan to Grootvlei	Lephalale
Rietspruit to Rooiberg mine to Marekele to Matlabatsi	Bela Bela, Thabazimbi, Lephalale
Dwaalboom to Derdepoort Border post	Thabazimbi
Koedoeskop to Northam to Dwaalboom (PPC)	Thabazimbi
Bela Bela to Alma	Bela Bela,

3.5.4.6 CONDITIONS OF DISTRICT ROADS IN THABAZIMBI

Conditions of District Roads				
6	D1590	Northam to Swartklip mine	25KM	Road is tarred
9	D4426	P20/1 - Kromdraai	20KM	Traffic is high on road and cannot be maintained as a gravel road.
10	D113	N West - Botswana	30KM	Access road from N. West to Botswana Derdepoort border post. Needs to be tarred

3.5.4.7 CHALLENGES PERTAINING TO ROADS AND STORM WATER

- Residents at informal settlements are without accessible roads
- Potholes, no road markings, signs and road surfaces are in a bad condition.
- Storm water-the existing channels need to be cleaned to regulate flow.
- Flow underneath the bridges is obstructed.
- Water flooding
- Inappropriate storm water system and inaccessibility of internal roads

Implications

- Impedes on possible investors
- Community unrests/protests

Recommendations

- Upgrading of roads and storm water system
- Funding required to upgrade/pave or tar roads
- Funding required to repair potholes
- Cleaning of storm water channels

3.5.5 EXPANDED PUBLIC WORKS PROGRAM

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. The EPWP involves creating work opportunities for unemployed persons and so allowing them to participate economically and contribute to the development of their communities and the country as a whole.

The goal of the EPWP Integrated Grant is to provide EPWP funding to expand job creation efforts in specific focus areas where labour intensive delivery methods can be maximised and the expansion of job creation in line with the EPWP guidelines

A Grant Agreement for the EPWP Integrated Grant to Municipalities were entered between the National Department of Public Works and Thabazimbi Local Municipality of which the 2017/18 grant allocation amounts to R1 008 000 with 108 FTEs (full time equivalent jobs) appointed.

SWOT ANALYSES

STRENGTH	WEAKNESS
Provision of basic services Stakeholder engagement Customer Care Office TLM is a Water Services Authority TLM is a Water Services Provider TLM is an Electricity Supply Authority	Implementation of capital projects Eradication of Basic services backlogs Lack of Bulk Infrastructure Limited Road networks Staff Training Non availability of tools, equipment and vehicles to render day to day operations
OPPORTUNITIES	THREATS
TLM surrounded by Mines that continuously provide assistance pertaining to basic service delivery TLM is a Grant Recipient (MIG/WSIG/INEP/EPWP) New Developers to contribute towards bulk infrastructure	Dispersed Informal settlement pattern Lack of Bulk Infrastructure Withholding/withdrawal of Grant funding Water shortages High water losses Legal recourses due to un-availability of by-laws (electricity) High Electricity losses High personnel costs (overtime and travelling) due to lack of manpower, tools and vehicles

3.5.6 WASTE MANAGEMENT

There is currently very limited recycling of waste taking place at the landfill sites within the municipality area, however, recycling is receiving momentum and the municipality is in the process of establishing a Buy Back Centre. Waste separation and recycling is receiving necessary attention from the Community members. The private sector (local residents) is potentially involved in recycling efforts such as funding recycling initiatives. Closure and rehabilitation of unauthorized New Northam landfill is also been undertaken by the National Department of Environmental Affairs and Rehabilitation of landfills should at least comprise;

- ▣ levelling with topsoil in preparation for re-vegetation
- ▣ Re-vegetation.

The main source of waste within the Municipality is domestic waste (mainly plastic, paper as well as organic waste). Waste quantities within the Thabazimbi municipality amounted to approximately 32 084 cubic metres. It is projected that the Annual waste services demand for the Thabazimbi municipality area will amount to approximately 74 947 cubic meters. The Thabazimbi municipality should therefore implement strategies to sufficiently manage the generation and disposal of waste loads for the long term.

In terms of Section 20 of the Environment Conservation Act waste must be disposed of at a registered waste disposal facility. The issuing of a permit for a waste disposal facility is currently the responsibility of the Provincial Environmental Affairs Department with inputs from Department of Water and Sanitation. The municipality should ensure that the landfill sites serving the settlement nodes within its area of jurisdiction are approved and registered under section 20 of Environment Conservation Act, 1989 (Act 73 of 1989). The Permitting, operation and closure of all solid waste disposal sites, as well as the monitoring of these sites is required in accordance with the Minimum Requirements for Waste Disposal by Landfill (DWA 1998a). The following landfill sites have permits:

- Donkerpoort (Thabazimbi)
- Leeuwpoot
- Northam

3.5.6.1 STATE OF REFUSE REMOVAL IN URBAN AND RURAL SETTLEMENT

The municipality provides waste collection from informal settlements to formal settlements within the jurisdiction and also services the mining residences and Marakele National Park and management of landfill sites. The Draft Integrated Waste Management Plan is in place. There is no free basic solid waste policy in place. Used oil and other hazardous waste are collected by Enviroserv, Sub Company of Envirofill. Hazardous waste specifically mercury from the electric bulbs is collected by the company called Actibis 268 cc. Medical waste is collected by Tshumisano Waste Management.

3.5.6.2 LANDFILL SITES

MUNICIPALITY	FORMAL DISPOSAL SITE (Landfill site)	INFORMAL DISPOSAL SITE (Landfill site)	OUTSTANDING LICENCES
Thabazimbi	3 (Northam, Donkerspoort and Leeupoort	1 (Rooiberg) in the process of formalization	None

The existing landfill at Rooiberg will be rehabilitated shortly and waste arising from the last mentioned area will be disposed of at the Leeupoort site.

A new waste disposal site should be provided in the Schilpadnest/Kromdraai area.

Informal settlements – No infrastructure services are typically available in informal settlements. The municipality should at least provide (or facilitate the provision) of the following basic services to informal settlements within its area of jurisdiction, albeit on a temporary basis (until people residing at such areas are relocated or the areas redeveloped): Sanitation, potable water and waste disposal facilities. The absence of such facilities in these settlements can lead to pollution and health risks. Unplanned (informal) settlements have a major negative effect on the environment in that, through their existence trees and plants are often used by the inhabitants for firewood, building material, and shade/shelter and grazing (often resulting in the over-utilisation and/or the loss of natural resources and habitats).

3.5.6.3 GEOGRAPHY BY REFUSE DISPOSAL FOR HOUSEHOLD WEIGHTED

	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
LIM361: Thabazimbi	15152	457	540	7216	1381	333
93601001: Ward 1	259	56	95	1570	387	31
93601002: Ward 2	2409	47	48	345	65	38
93601003: Ward 3	70	11	39	3230	529	54
93601004: Ward 4	168	37	49	992	121	62
93601005: Ward 5	1024	40	11	111	10	-
93601006: Ward 6	1026	8	37	46	3	4
93601007: Ward 7	3171	129	159	367	104	122
93601008: Ward 8	1256	29	4	147	92	15
93601009: Ward 9	3923	47	93	283	68	7
93601010: Ward 10	935	49	3	121	2	-
93601011: Ward 11	-	-	1	-	-	-
93601012: Ward 12	912	2	1	3	1	-

Source: Statssa, Census 2011

3.5.6.4 REFUSE REMOVAL BACKLOG

Household	No rubbish disposal	%
25 080	1 381	5.5%

Source: Statssa, Census 2011

3.5.6.5 CHALLENGES OF WASTE AND REFUSE REMOVAL/DISPOSAL

- Non-compliance with environmental legislation.
- Inability to extend Regorogile Cemetery.
- Non-collection of 4m3 bulk containers within municipal jurisdiction
- Revenue at the landfill sites not adequate
- Breakdown of refuse collection vehicles in Thabazimbi and Satellite offices and this affect the health of the employees and community at large.
- Littering is a problem in Thabazimbi as a result of non-reliable collection vehicles.
- Non-compliance by community members leads to illegal dumps and breakdowns as well induces community members to resort to illegal dumping.
- Municipal equipment such as TLBs are too old to do the job
- The existing landfill site is about to be full to its capacity.
- No accurate volume of the amount of waste getting into the landfill sites. Only estimations are recoded, and this does not comply with Environmental Legislations.
- Lack of control over medical waste
- Absence of strategies/provision for special waste
- Inadequate control over waste management sites
- Inadequate training of personnel
- Absence of borehole monitoring facilities
- Nonexistence of Incident Reports and Complaints Registers
- Insufficient funds for waste management
- Lack of follow-up programmes for mine waste management
- Lack of air-quality monitoring (to control emissions from landfills)
- Open areas are turned into dump sites

3.5.7 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Well established communication structures with Waterberg Disaster Management Centre. • Well-developed Disaster Management Forum (Thabazimbi Fire Protection Association) • Well established communication structures with Waterberg Fire Department • Well functioned Thabazimbi Fire Protection Association 	<ul style="list-style-type: none"> • Disaster Management plan to be reviewed for approval by Council. • No dedicated vehicle for Disaster Management. • Lack of training. • Limited communication within rural areas. • No Disaster Management Centre. • Lack of funding. • Failing to provide houses for the community results in the illegal invasion of land • Insufficient fire engines. • Limited communication within rural areas. • No Fire Station. • Lack of funding
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Easy access to work and also accommodation to families, the most poorest people • Full support from community volunteers to assist during a fire incident. 	<ul style="list-style-type: none"> • Misuse of fire vehicles • Non compliance of Veld and Fire Act. • Maintenance of rural roads (responding time) • Funding for repair of fire engines. • Non compliance of Building regulation Act. • Mushrooming of informal settlements is bad for the Municipality • Building houses and failing to provide other services to the beneficiaries • Floods, Drought, Extreme weather, Seismic Hazards, Alcohol and drugs and Veld fires

3.5.8 REVENUE ENHANCEMENT STRATEGIES

- Refuse removal generates income for the Municipality.
- Proper billing for water and sewer in low costs houses also generates income
- Enforcement of Fire by-laws.

- Issuing of Fire complying Certificates
- Billing of services rendered.
- The development of recycling station in our dumping sites
- By-Laws enforcement will also enhance the revenue by ensuring that illegal dumpers are fined
- Household waste in Mining houses can assist in generating income as we are the custodians.
- Through Weighing bridge
- Through the game farms paying for dumping in our landfill site
- evaluation and assessment of the revenue paid service provider
- Hiring of bins on function

3.5.9 DISASTER MANAGEMENT LEGISLATIVE MANDATE

Disaster Management Act 57 of 2002 mandate National and Provincial government to develop Disaster Management Framework that will give effect to Disaster Management plan for District and Local municipalities .The Waterberg District Municipality conducted Disaster Risk Analysis in its six municipalities. The identified Disaster Risks are listed as follows

Identified Risks	Risk Rating
Veld fires	High
Floods	High
Road Accidents involving HASMAT	High
Landslide	Low
Droughts	High
Storms	Moderate

Fire and Rescue Services and Disaster and Risk Management Challenges

- Lack of Financial support; Lack of Reserves or stockpiling of long lasting equipment/relief resources
- Lack of Skilled personnel & Disaster Risk Management Units OR Insufficient personnel
- Lack of Integrated Two-Way Communication System across the Waterberg District
- Lack of Participation & commitment of Sector Depts. to Disaster Risk Management
- Lack of Awareness campaigns & Community Participation
- Lack of Administrative cohesion at the District and Local level (i.e. third sphere of Government)

Fire and Rescue Services and Disaster and Risk Management Challenges action plan

SDCS: FIRE SERVICES	
CHALLENGES	PLAN
Serious staff shortage throughout the district To have minimum of 25 Fire personnel per each local municipality by 2019/20 financial year to address minimum staffing level as required by National Fire Codes, To make budget provision for new posts to address the problem.	Serious staff shortage throughout the district To have minimum of 25 Fire personnel per each local municipality by 2019/20 financial year to address minimum staffing level as required by National Fire Codes, To make budget provision for new posts to address the problem.

3.5.10 PUBLIC TRANSPORT

Legal Mandate of the Department

Department is mandated by the following legislations

- National Road Traffic Act 96 of 1996
- Disaster Management Act 57 of 2002

.Strategic Objectives

Provide safety and security to human life and to improve the free flow of traffic

.Powers and function of the Department

- Traffic and Parking
- Registration and Licensing
- Disaster Managements **PORT**

3.5.10.1 SERVICE NORMS AND STANDARDS (ROADS AND PUBLIC TRANSPORT)

- Public transport access should not be more than 10 minutes' walk

3.5.10.2 MODES OF TRANSPORT

Important Routes in Thabazimbi

IMPORTANT ROUTES IN THABAZIMBI LOCAL MUNICIPALITY

SETTLEMENT	ROUTES	DESCRIPTION	STANDARD OF ACCESS TO SETTLEMENT
Thabazimbi/ Regorogile	P16/2	Route from Rustenburg/Northam to Thabazimbi Classified as a main route to the Botswana border (Stockport) Link with the P84/1 situated in the Lephalale Local Municipality Link to the North West Province (Rustenburg)	High Quality Access
	P110/1	North-South route Classified as a main route to the North West Province (Brits/ Madibeng)	High Quality Access but require serious upgrading due to occurrence of potholes
Northam	P16/2	Route from Rustenburg linking Northam with Thabazimbi Classified as a main route Link with the P84/1 situated in the Lephalale Local Municipality	High Quality Access
	P20-2	East-West route Classified as a main route Link between Koedoeskop and Northam	High Quality Access
Rooiberg	D928	Access road to Rooiberg from Thabazimbi Classified as a main route	High Quality Access, but gravel portion needs to be upgraded to tar road to improve linkage with Thabazimbi
Leeupoort	P20-1	East-West route Classified as a main route between Thabazimbi and Bela-Bela and Northam & Bela-Bela Main access to Bela-Bela	High Quality Access, but requires regular upgrading and maintenance
Dwaalboom	D1649	Access road to Dwaalboom Link between Thabazimbi and Dwaalboom	High Quality Access

Car ownership in Thabazimbi Municipality and within the District area is low and commuters depend on public transport. Further, the mobility of communities is a serious concern. The majority of the population within our municipal area and in the WDM walks and mostly use public transport services (bus and taxi operations). According to

previous surveys, Taxis emerged as the most utilised public transport service in the district. There are Taxi facilities within our municipality to support the use of Taxi transport although there are dilapidated. There are several factors determining the nature, the distance, and utilisation of routes and operational methods of the taxi industry. Among other factors is the location of towns and villages, dominant economic activities in the area and employment status within Waterberg District Municipality. As a result of these factors, operation of the taxi industry in certain areas and the type of service provided are irregular – i.e. use is sometimes made of certain routes as a result of demand and the pavement conditions of the road. In Northam and Thabazimbi for example, certain routes particularly the long distance routes are provided on certain Fridays, month-end and long-weekends. On the basis of the survey conducted, Thabazimbi has 41 taxi routes established and 4 formal taxi ranks

. Bus operations

Bus operations Bus companies and sole proprietors who operate small fleets were contacted. Although some operators have operating permits, their services are by and large unscheduled. A combination of questionnaire and request for information was used to capture the bus information. Operators who could provide the following information were requested to do so,

- List of routes;
- Timetables;
- Vehicle registration numbers;
- Passenger statistics; and
- Tariff information.

Rail operations

At present no commuter rail transport services are in operation in Thabazimbi municipal area and in the whole of the Waterberg District Municipality. However in Thabazimbi municipal area the goods train travels on

- Northam - Thabazimbi and Lephalale line;
- Northam to Thabazimbi is a distance of more or less 46 kilometres.
- There are mining shafts near the following halts and stations:
 - Northam;
 - Tussenin;
 - Chrome dale and Thabazimbi

Passengers are only transported only for long distance in the province. The whole rail network in the Province is owned by Transnet Freight Rail formerly known as Spoornet. The infrastructure is in relatively good

Light delivery vehicles:

LDV's are generally used as public transport in our municipal area mostly by farm workers and communities in general. All areas of Waterberg District Municipality, are actually affected by the use of LDV's especially in remote rural areas and farming areas as mentioned above, such as Smash block Groenvei(Skuurlik) informal settlements. LDV's may be used as means of transport for scholars, but they have been rejected in some municipalities within the Waterberg District Municipality, particularly in Mogalakwena. The concern has been that, in terms of an accident, it looks very ugly. The option was to subsidise scholars who use either taxis or buses. However, LDVs may be used for conveying agricultural produce, not people.

Non-monitored transport:

In some areas NMTs are used as an alternative mode of transport, especially in areas such as Mokopane, Steilloop, Modimolle, Bakenberg, Moshate and Tshamahanse etc. It should be noted that in some parts of the Waterberg District Municipality the NMTs have been formalised as a recognised mode of transport which is in line with

intermodalism. It emerged during the consultation workshops that these modes of transport play a significant role in conveying goods and people and that it should be fully incorporated into the transport system of the district. However, there is a need for policy and strategy to promote the use of these modes.

Metered taxi operations:

Metered taxi do not exist in our municipality although there community members who are interested to operate such a taxi. This operations have been identified as one of the significant operations in some municipalities such as Mogalakwena, particularly because of their complementary role they could play in providing transport during awkward hours. Trains from Gauteng and the surroundings drop people very early in the morning and late in the evenings. As a result, other unofficial transport providers take advantage and rob poor passengers who are stranded at that time. They either pay unreasonable amounts or they do not reach their destinations. In our Municipality the Operators reject such operations. More information still needs to be gathered on meter taxi operations for inclusion in this report.

TRANSPORTATION OF LEARNERS:

At present there is official public transport system for learners available in the Municipality even though most learners rely on foot or by public transport, private transport, private school buses or privately arranged special transport to go to school.

What came out consistently in relation to learner transport is that:

- Transport for learners should be affordable and subsidised;
- Public transport be made accessible to enable learners reach the educational institution on time;
- Non-motorised transport for learners be implemented;
- They rejected LDVs as means of transport for learners; and
- Reduce the distance learners have to walk to and from school provide safe, reliable and affordable transport for learners.

TRANSPORT FOR PEOPLE WITH DISABILITIES:

From our observation; the current public transport system in Thabazimbi municipality and the whole of WDM it does not seem to be user-friendly for disabled persons. The general lack of public transport infrastructure in the area is the main reason for this problem. It may even be stated that there are basically no public transport facilities available for disabled persons in the area. The following are the specific principles and objectives that have to be achieved as part of the development of a strategy for addressing the needs of persons with disabilities:

Proper information systems and communication structures (before and during the journey); Specialist transport services (e.g. dial-a-ride type services);

- The design of vehicles/rolling stock so as to allow for people with disabilities (special and normal vehicles);
- Special care during the design of public transport facilities, including ablution facilities;
- Ensuring access to public transport facilities and vehicles for the mobility impaired; and
- Creating institutional and financial opportunities.

3.5.10.3 TAXI FACILITIES

Taxi Routes in WDM

Local Municipality	Total Number of Routes
Bela-Bela	13
Modimolle	8
Mookgopong	2
Mogalakwena	64
Lephalale	12
Thabazimbi	41
TOTAL FOR WDM	140

NAME OF MUNICIPALITY	Number of Routes	Number of formal Taxi Ranks
Thabazimbi	41	4
Total of routes and taxi ranks	41	4

3.5.10.4 CHALLENGES OF PUBLIC TRANSPORT

- Poor access roads;
- Recapitalization of roadworthy taxis;
- Accidents;
- Lack of transport facilities; and
- Conflicts among taxi owners
-

3.5.10.5 PUBLIC SAFETY SWOT ANALYSIS

Strength	Weakness	Opportunity	Threads
Skilled Personnel to provide Disaster Management Traffic and Licensing Services	Poor office space Poor collection of traffic fines Lack of adequate vehicles and equipments	To contribute in revenue generation	Losing Operation of Vehicle Testing Station due to none compliance. Fraudulent Registrations and Licensing

3.5.11 SOCIAL ANALYSIS

3.5.11.1 HOUSING

Human Settlements (Housing)

Current Housing Needs, Demands and Provision

Thabazimbi Local Municipality is faced with challenges with regard to land to accommodate growth of the human settlements, in particular the nodal points within the municipality for the long term development of the municipality. The Council has mandated the Management to start with the processes of Municipal Land Audit and possibility of the acquisition of land for housing role players. This was done after preliminary analysis by the municipality revealed that the available municipal land will not be able to accommodate the current backlog and future housing demand in the medium to long term.

CoGHSTA has in the last financial year provided the Municipality with 130 low cost houses. Due to shortage of services and land, the Municipality has then only identified empty stands within the residential areas. A total of 50 units are being constructed in Raphuti, 11 in Regorogile and 69 will be constructed in Rooiberg pending approval of Rooiberg applicants by CoGHSTA.

CoGHSTA has further allocated a Municipality 300 Low cost housing units for 2016/2017 financial, but to reasons mentioned above, we will not be able to construct those houses.

Thabazimbi Municipality has a housing backlog of 3500 as per the previous IDPs.

The Municipality has Housing Strategy, which was developed through the assistance of Mining Houses.

3.5.11.1.1 STATE OF HOUSING

Lack of land in the municipality affected 2 079 low income household and 1 500 middle income household to get subsidies from CoGHSTA housing scheme. Department of Public Works donated erven 1221 and 1370 to the municipality to cater for middle income households (Awaiting transfer process of these erven) . More land need to be acquired to address housing backlog. Housing Strategy is in place.

3.5.11.1.2 Service Norms and Standards (Housing)

- RDP Housing must be 45 – 50 m (Household qualifying should earn less than R3 500 per month).
- Gap market (Middle income) Housing (earn R7 000 to R15 000 per month – 50/50 payment).
- Social Housing/ Family units (Flats) Household income R1 500 to R7 500 (renting for maintenance) managed by Residential committee.
- Community residential unit (CRU) income R800 to R3 500 (renting for maintenance) managed by Residential committee.

3.5.11.1.3 GEOGRAPHY BY TENURE STATUS FOR HOUSEHOLD WEIGHTED

	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other
LIM361: Thabazimbi	11527	2158	6425	3963	1008
93601001: Ward 1	717	153	1193	243	91
93601002: Ward 2	1281	382	576	492	221
93601003: Ward 3	2224	286	618	740	64
93601004: Ward 4	446	102	610	216	56
93601005: Ward 5	869	19	202	17	89
93601006: Ward 6	885	4	215	1	20
93601007: Ward 7	1877	619	1007	429	120
93601008: Ward 8	828	192	220	183	119
93601009: Ward 9	1686	262	1276	1042	155
93601010: Ward 10	315	72	411	300	12
93601011: Ward 11	-	-	1	-	-
93601012: Ward 12	398	67	95	299	59

Source: Statssa, Census 2011

3.5.11.1.4 BACKLOG IN THE PROVISION OF HOUSING– THABAZIMBI MUNICIPAL AREA

SETTLEMENT	AREA	HIGH INCOME (BONDED)	MIDDLE INCOME (GAP)	SOCIAL HOUSING	LOW INCOME	TOTAL
URBAN	THABAZIMBI	20	50	0	0	70
	REGOROGILE	0	150	100	200	450
	NORTHAM	30	100	3650	3050	6830
	ROOIBERG	0	0	0	0	0
	DWAALBOOM	0	0	0	0	0
MINE	SETARIA	0	0	0	0	0
	SWARTKLIP	0	0	0	0	0
	AMANDELBULT	0	0	0	0	0
RURAL	LEEUPPOORT	0	0	0	0	0
	KROMDRAAI	0	0	0	0	0
	KOEDOESKOP	0	0	0	0	0
	MAKOPPA	0	0	0	0	0
	SENTRUM	0	0	0	0	0
INFORMAL	SCHILPADNEST	0	0	0	3500	3500
	JABULANI	0	0	0	300	300
	ROOIBERG	0	0	0	150	150
	RAPHUTI VILLAGE	0	0	0	200	200
	DONKERPOORT INFORMAL: THABAZIMBI	0	0	0	300	300

	REGOROGILE INFORMAL	0	0	0	800	800
	SKIERLIK	0	0	0	100	100
TOTAL		50	300	3750	8600	12700

Access to land for housing and human settlements

- Thabazimbi Local Municipality do not have enough land for housing and human settlement hence we have huge housing backlog
- Mining houses and who are in position of land do provide housing for their employees
- Private developers who own land also provide housing but not necessarily low cost housing which limit access to housing to those who cannot afford high housing costs

Types of housing

- Low income houses
- Rented houses
- Subsidy house
- Self owned houses

Municipal Accreditation terms with housing provision

- There no accreditation to municipality for housing provision

Current Housing subsidy Projects

There is no housing subsidy project in progress however there are **blocked projects** that need to be revived which are listed as follow

3.5.11.1.5 BLOCKED PROJECTS

Item No.	Type of Project	Village	Contract No.	Financial Year	Units Originally Planned	Houses completed	Outstanding units	Comments/Interventions
1	Upgrading	Leeupoort/ Raphuti and Regorogile ext 7	N04050058	2004/ 2005	200	0	200	Prioritised for 2009/10 financial year
2	Upgrading	Rooiberg	N03100007	2003/ 2004	339	227	112	Project to be closed at 227 units
3	Upgrading	Northam	N03100006	2003/ 2004	611	597	14	Project to be closed at 597 units

3.5.11.1.6 HOUSING CHALLENGES

- Mushrooming of informal settlements due to lack of land
- Illegal occupants in RDP houses.
- 326 units blocked.
- Lack of residential site
- Lack of services in some RDP houses

3.5.12 HEALTH

3.5.12.1 Service Norms and Standards (Health Center Clinics and Hospital)

- One (1) doctor per 1000.
- Clinic must serve a radius of 5 km.
- Health centre 10 km radius.
- Hospital must serve radius of 60 km.

3.5.12.2 NUMBER OF HEALTH FACILITIES

TYPE		TOTAL	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12
Hospitals	Public	1	-	-	-	-	-	-	-	-	1	-	-	-
	Private	1	-	1	-	-	-	-	-	-	-	-	-	-
	Mines	3	-	-	-	-	1	1	-	-	-	-	1	-
Clinics		10	1	2	1	2	1	-	-	1	1	1	-	-
Mobiles		3	1	1	-	-	-	-	-	1	-	-	-	-
GRAND TOTAL		18	2	5	1	2	2	1	0	2	2	1	1	0

A new public hospital is under construction in Ward 9. Only administration block is functioning.

3.5.12.3 BACKLOG/ SHORTAGE OF HEALTH FACILITIES

Almost 40% of the Wards don't have hospitals and 30% clinics.

3.5.12.4 STATE OF PREVALENCE OF RANGE OF HIV-AIDS

The information is from Department of Health and Social Development, January – December 2012:

DATA ELEMENT NAME	TOTAL
Client pre-test counselled for HIV	5 533
Client tested for HIV- child under 15 years	131
Client tested for HIV-total	5 363
Client tested for HIV adult 15 years and older -female	3 240
Client tested for HIV adult 15 years and older -male	1 900
Client tested positive for HIV –child under 15	8
Client tested positive for HIV-total	1 028
Client tested positive for HIV adult 15 years and older females	695
Client tested positive for HIV adult 15 years and older males	333

Source: Department of Health and Social Development

Implications:

- Programmes for reducing the above impact should be put in place and be vigorously implemented.
- The Municipality should work hand in glove with different structures that gear towards reducing the impact of HIV/AIDS.

3.5.12.5 HEALTH CHALLENGES

- Clinics not operating for 24 hours.
- HIV/AIDS Council launched but not functional.
- Shortage of AIDS Counselors.
- Child headed families.
- Orphans.
- Impact of HIV/AIDS on the working force.
- No hospice as more people are infected and affected, the hospitals cannot carry the burden.

- Impact of HIV/AIDS on the working force.
- High turn- over of professionals due to accommodation issue.

3.5.13. SOCIAL DEVELOPMENT

3.5.13.1. Service Norms and Standards (Social Development)

- All service offices or points must be within a distance of twenty (20) km radius. (Drop in centers, Child & Youth care centers, Victim empowerment centers, Old age home center).

3.5.13.2 Service Norms and Standards (Social Services)

- One Social welfare practitioner should serve a population of 3 000 (1:60) children in a particular service point.
- Social assistance applications should be completed within 8 hours – more realistic 45 – 56 hours.
- 3.1 single ratio occupation delivery unit in rural area is 1 : 2 500 population and in Urban area is 1: 5 000
- Case load for social services practitioner (deal with less than 60 cases).
- All service points must have one full time register Social worker and one qualified Auxiliary Social Worker and one qualified Auxilliary Social Worker and one child and youth care worker.

3.5.13.3 SOCIAL DEVELOPMENT STATUS

	Child care & protection services	# of existing ECD Sites	Child protection Organisations	Foster care Grant Beneficiaries	Foster care grant children	Target # of children to be placed in foster care
Bela Bela	2	25	1	423	647	60
Modimolle	1	28	1	396	635	80
Mogalakwena	-	115	2	1 241	1 756	376
Mookgophong	1	20	0	172	254	60
Lephalale	-	49	1	507	769	164
Thabazimbi	1	24	1	258	401	60
Waterberg District	5	261	6	2 997	4 462	800

3.5.13.4 SOCIAL DEVELOPMENT CHALLENGES

- Fraudulent access of grants by unreliable Proof of residence.
- Lack of submission of death certificates to SASSA for system updates

3.5.14 SAFETY AND SECURITY**3.5.14.1 NUMBER OF POLICE STATIONS WITHIN THE MUNICIPALITY/SAFETY AND SECURITY FACILITIES**

Location	Level of service
Bela-Bela(3)	Bela-Bela (WarmbathS) Town – Main station, Pienaarsriver – Main station, Rus de Winter – Main station
Lephalale(6)	Lephalale – Main Station, Thabo Mbeki – Main Station ,Tom Burke – Main StationVilla, Nora – Main Station Shongoane – Main Station Belg Rivier – Main Station
Modimolle(3)	Modimolle (Nylstroom) Town – Main station, Vaalwater – Main station, Alma – Main station
Mogalakwena(4)	Gilead – Main station, Mahwelereng – Main station, Mokopane – Main station Tinmyne – Main station
Mookgophong (3)	Naboomspruit – Main station Tuinplaas – Main station Roedtan – Main station
Thabazimbi (6)	Thabazimbi – Main station Rooiberg – Main station Cumberland – Main station Hoopdal – Main station Dwaalboom – Main station Northam – Main station

3.5.14.2 WATERBERG POLICE STATIONS

Modimolle Cluster <ul style="list-style-type: none"> • Rankin's Pass • Naboomspruit • Vaalwater • Tuinplaas • Roedtan • Modimolle 	Mahwelereng Cluster <ul style="list-style-type: none"> • Mahwelereng • Mokopane • Saambouberg • Tolwe • Gilead • Tinmyne 	Lephalale Cluster <ul style="list-style-type: none"> • Lephalale • Villa Nora • Hoopdal • Witpoort • Cumberland • Dorset • Bulgerivier • Tom Burke 	Belabela Cluster <ul style="list-style-type: none"> • Belabela • Thabazimbi • Northam • Pienaarsriver • Dwaalboom • Rust de winter • Rooiberg
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3.5.14.3 SHORTAGE/BACKLOG OF SAFETY AND SECURITY FACILITIES

90% of police stations are crowded in Ward 1 and Ward 2.

3.5.14.4. CRIME CATEGORY STATUS PER CLUSTER

Crime Category	Lephalale Cluster	Bela Bela Cluster	Mahwereng Cluster	Modimolle Cluster	Thabazimbi Cluster
CONTACT	All up except Murder, Robbery and assault	All down but high volumes in assault	Assault Robbery up	All up except Murder, assault common	Sexual, robbery common gone up
CONTACT RELATED	Arson gone up	Burglary residential gone up	Theft out of motor vehicles Gone up	Burglary ,Theft out of motor vehicles, Stock theft gone up	Theft out of motor vehicle gone up
PROPERTY/Thabazimbi	Stock theft gone up	Burglary residential gone up	Theft out of motor vehicles Gone up	Burglary ,Theft out of motor vehicles, Stock theft gone u	Theft out of motor vehicle gone up
CRIME DEPENDANT	Driving under influence gone up	Drug related gone up	Drug related Driving under influence gone up	Drug related gone up	Driving under influence gone up
OTHER SERIOUS	Shoplifting Kidnapping gone up	Commercial Gone up	Thefts not categorized gone up	All thefts not categorized Gone up	Car and truck hi jacking has gone up
OTHER RELATED WITH ROBBERY	None	Kidnapping	Crimen Injuria	Car and Truck hijackings	Public violence Culpable Homicide

Department of Safety, Security and Liaison Limpopo 2011

TYPES OF CRIMES IDENTIFIED:

- Related to Robbery: Carjacking, Truck hijacking, Cash in transit robbery, Bank robbery and robbery in business and at residential premises.
- Contact Crimes: crimes against person-Murder, total sexual offences, assault, and robbery.
- Contact Related: Arson and malicious damage.
- Property Related: Burglary and Theft.
- Crime Detected as result of Police Action: Illegal possession of fire arms and ammunition, driving under influence of alcohol or drugs.
- Other Serious Crimes: All theft not classified elsewhere, Commercial crimes and shoplifting.

3.5.14.4 SAFETY AND SECURITY CHALLENGES

- No sector plans, but DSSL prepared to assist municipalities in safety and security sector plan
- Monitoring of proper utilization of licenses and permits issued to liquor sellers.
- Illegal operation of unlicensed sheens and taverns.
- Access to certain crime scenes due to bad conditions of roads and lights.
- Domestic violence (women and child abuse).

- Crime awareness and substance abuse.
- Urgent municipal by-laws.
- There is no affordable accommodation for SAPS members

3.5.15. EDUCATION

Social Analysis is not the competency of the municipality however the municipality is the facilitator.

3.5.15.1 Service Norms and Standards (Education)

- **Teachers Learner Ratio:**
 - Secondary level Ratio: 1 teacher: 35 learners (1/35)
 - Primary level Ratio: 1 teacher: 40 learners (1/40)
- Every school should have a feeder zone with a radius of up to 5 km, the total walking distance to and from school may not exceed 10 km.
- Learners who reside outside the determined feeder zone may be provided with either transport or hostel accommodation on a progressively phased and pro- poor basis.
- **The total minimum size for a school site, including sporting fields, is as follows:**
 - A total of 2.8ha for a primary school.
 - A total of 4.8ha for a secondary school.
- Every learner has access to the minimum set of textbooks and workbooks required according to national policy:
 - **Minimum Schoolbag for Grade 6 learner:**
 - ❖ Six textbooks, one each for the six subjects: mathematics, natural sciences, human and social sciences, general studies and two languages being studied.
 - ❖ Six workbooks for the subjects indicated above.
 - ❖ A one – language dictionary (any language).
 - ❖ Ruler, pens (five different colours), pencil, eraser and glue

3.5.15.2 THE NUMBER OF EDUCATION CATEGORIES

The following categorie are found in Thabazimbi:

- Quintile 1 & 2
- Quintile 3
- Quintile 4 & 5

3.5.15.3 THABAZIMBI CIRCUIT SCHOOL DETAILS & QUINTILES

SCHOOL	TYPE	QUINTILE	WARD
Bosveld Academy	Primary	5	1
Deo Gloria	Primary	1	10
Heuingvlei	Primary	1	1
Kesarona	Primary	1	1
Laerskool Leeupoort	Primary	1	4
Laerskool Thabazimbi	Primary	5	9
Reenpan	Primary	1	
Thabakhibidu	Primary	1	2
Tswelapele	Primary	1	
Vaalpenskraal	Primary	1	
Ysterberg	Primary	1	9
Makoppa	Combined	1	5
Sekgweng	Combined	1	1
Thabazimbi Christian	Combined		9
Advanced College	Combined		4
Kambaku	Combined		9
Groenvlei	Secondary	1	1
Hoerskool Frikkie Meyer	Secondary	5	2
Itireleng	Secondary	1	2
Mabogopedi	Secondary	1	10
Spitskop Special Need	Special Need		1
Thabazimbi TVET			10

DWAALBOOM CIRCUIT

SCHOOL	TYPE	QUINTILE	WARD
Chrome Mine School	Primary		3
Krause	Primary	1	7
Laerskool Northam	Primary	5	8
Platina Laerskool	Primary	5	5
Van Wyk Laerskool	Primary	5	5
Rabogale	Primary	1	5
Dwaalboom Primary	Primary	1	5
Dwaalboom Laerskool	Primary	5	2
Koedoeskop Laerskool	Primary	5	6
Neos Christian	Combined	5	6
Naletsana	Combined	1	4
Thekganang Technical	Technical	1	11
Northam Comprehensive	Secondary	1	7

3.5.15.4 EDUCATION FACILITIES

TYPE	TOTAL	TOTAL LEARNERS	WARDS											
			1	2	3	4	5	6	7	8	9	10	11	12
ECD	31 (7 fully registered, 15 conditionally registered and 9 not registered).	1 564	-	7	5	-	1	1	7	-	3	4	1	2
Primary	25	6894	16	1	1	1	1	1	2	-	2	-	-	-
Combined	4	702	3	-	-	1	-	-	-	-	-	-	-	-
High School	4	2387	1	1	-	-	-	-	-	1	1	-	-	-
Private	4	-	1	1	-	1	-	-	-	-	1	-	-	-
GRAND TOTAL	67	10 381	22	10	4	4	3	2	7	2	6	7	0	0

Source: Thabazimbi/Dwaalboom Circuit

FET College established and will resume working mid 2016

3.5.15.5 BACKLOGS REGARDING CLASSROOMS

The following schools have backlog regarding classrooms:

- Deo Gloria Primary in need of six (6) classrooms.
- Groenvlei Secondary in need of five (5) classrooms.

3.5.15.6 SHORTAGE OF SCHOOLS

The following areas are in need of extra schools:

- Apiesdoring need a Primary School.
- Regorogile need a Primary school.

- Thabazimbi Town need: 1 Primary School

1 Secondary School

3.5.15.7 CHALLENGES IN EDUCATION

- Provision of water, sanitation and electricity to needy schools (Shortage of Water Tanks in schools).
- Lack of schools (Overcrowding in Classrooms)
- Overhead bridge to Ysterberg Primary – many learners dies crossing over.
- High water bills to schools.
- Curricula of FET's to be demand orientated (e.g economic development)
- Partnership between locals, private sector and FET's on skills development
- Tall grasses in Sports facilities.
- Increased teenage pregnancy

3.5.16.SPORTS, ART AND CULTURE

3.5.16.1 Service Norms and Standards (Sports, Art and Culture Services)

- One (1) library serve 10 000 households.
 - One Club per club code per ward
 - One hub per ward
 - One recreational facility per ward
 - One Arts and culture per municipality
-
- There are 6 Sports facilities which are privately owned.
 - 4 Facilities which are owned by the Municipality.
 - Thaba Park sporting grounds which falls under the sporting facilities owned by the municipality is not well maintained.
 - Regorogile and Northam sports grounds are in a bad state, no maintenance and are badly vandalised.

- No parks – backlog
- No enclosed Sport facilities
- Both Libraries in Thabazimbi and Northam are in satisfactory form

3.5.16.2 SPORTS AND RECREATIONAL FACILITIES WITHIN MUNICIPAL AREA

TOWN	NUMBER / TYPE	LOCATION / FACILITIES / CONDITION
THABAZIMBI	3 Sports grounds	2 Municipal grounds that include rugby, cricket, bowls, squash, jukskei, basket ball, tennis
	1 Kumba ground	Swimming pool, gym
	2 School Sport Facilities	FrikkieMeyerSecondary school
		ThabazimbiPrimary school
REGOROGILE	1 Sports ground	Poor condition, includes soccer, tennis, basket ball
	1 School Sport Facility	Mabogo - PediSecondary school
IPELEGENG	1 Sports ground	Kumba Resources (ISCOR) provides soccer, tennis, athletics facilities
BEN ALBERTS NATURE RESERVE	Golf Course 18 holes golf course	Good Condition
NORTHAM	1 Sport Facilities	1 Comprehensive Secondary School 1 Northam Primary School 1 Community Sport Ground
SWARTKLIP	1 Soccer field	Good Condition
	9 hole Golf course	
AMANDELBULT/ RETABILE	1 Soccer field	Good Condition
	9 hole Golf Course	
DWAALBOOM	2 Sport Facilities	
GROENVLEISESECONDARY SCHOOL	1 Sports ground	Tennis court, netball court and soccer fields need to be upgraded.
LEEUPPOORT	Driving Range (golf course)	Good Condition

(Source: Thabazimbi, Northam, Springbokvlakte LDO's)

3.5.16.3 Parks

TOWN	NUMBER / TYPE	NAME/LOCATION / FACILITIES / CONDITION
THABAZIMBI	4 Active Public Open Spaces	Berg Boegoe Club
		MollieJordaanPark
		Areas along Rooikuitspruit
		Children's Playground
REGOROGILE	08 Public Open Spaces	3 in Regorogile Ext 1, 1 in Regorogile Ext 2 1 in Regorogile Ext 3, 1 in Regorogile Ext 4 and 2 in Regorogile Ext 5

(Source: Thabazimbi LDO's)

3.5.16.4 Challenges of Parks

- It takes longer than expected to acquire goods from the Supply Chain Management Unit.
- There is a need for more labour and financial constraints hamper effective and efficient Service Delivery. New pipe and irrigation system still needs to be changed.
- There is a problem of illegal dumping in most Municipal Parks.
- Need to appoint Service provider for digging of graves / Excavator.
- Need irrigation equipment and qualified workers.

3.5.16.5 Halls

AREA	COMMUNITY HALLS	SHOW GROUNDS
THABAZIMBI	Cinema Hall Library Hall Trollope Hall Ntswe- Tshipe	Agricultural / Landbougenootskap
NORTHAM	Community Hall	
REGOROGILE	2 Community Halls	
KROMDRAAI	Marula Hall	
DWAALBOOM		Agricultural Show ground
LEEUPORT	Community Hall	
ROOIBERG	Community Hall	
AMANDELBULT MINE	Rethabile Community Hall	

NORTHAM PLATS MINE	2 Community Hall	
SWARTKLIP MINE	Community Hall	

3.5.16.6 CHALLENGES OF SPORTS AND RECREATIONAL

- Poor condition of Sports facilities
- Lack of access to facilities.
- Lack of Sports programme
- Non- functional Sports Committee.
- Outdated materials at libraries.
- Incorrect usage of parks.
- Lack of maintenance on some halls
- Poor administration and accessibility of facilities.
- Upgrading of existing sports facility

3.5.17 POST OFFICE AND TELECOMMUNICATION SERVICES

Thabazimbi Local Municipality has seven post offices (Thabazimbi town, Northam, Swartklip, Chromite, Zondereinde, Dwaalboom and Emlanjeni and four retail postal agencies (Koedoeskop, Leeupoort, Rooiberg and Kromdraai).

Available Cell phone networks are MTN, VODACOM, CELL – C, TELKOM AND 8TA.

Strength <ul style="list-style-type: none"> - Implementation of the Public Participation and Communications Strategy - Stakeholders engagement - Draft Communication Policy in place - Communications channels, social media (Facebook and what's App groups) are in use. 	Weaknesses <ul style="list-style-type: none"> - Lack of some network coverage in other areas - Lack of resources
Opportunities <ul style="list-style-type: none"> - Online newsletter can be done in-house when Communications Officials have undergone a Graphic design course. 	Threats <ul style="list-style-type: none"> - Community protests - Lack of funding

3.5.17.1 COMMUNICATION FACILITIES WITHIN MUNICIPAL AREA POST OFFICES

TOWN	TYPE & SERVICE	NO. OF POST BOXES
Thabazimbi	1 Post Office	2600
Zondereinde	Post office and collection point	150
Northam	Post office	800
Podiphatshwa	Collection point	350
Swartklip	Collection point	150
Koedoeskop	Retail Postal Agent	150
Emlanjeni	Collection point	400
Sataria	Collection point	800
Dwaalboom	Retail Postal Agent	150
Rooiberg	Retail Postal Agent	150
Leeupoort Vakansie Dorp	Retail Postal Agent	150

3.5.17.2 NETWORK INFRASTRUCTURE/ TELECOMMUNICATION

The following major network antennas of service providers are found in the Thabazimbi local municipal area although there is limited cellular coverage in some rural parts:

- TELKOM
- MTN
- VODACOM
- Cell C
- 8ta

3.5.17.3 DERIVED PHONE SERVICES

Telephone in dwelling and cell phone	14 975	At a public telephone nearby	9 306
Telephone in dwelling only	1740	At another location nearby	556
Cell phone only	11880	At another location, not nearby	650
At a neighbour nearby	2176	No access to a telephone	792

3.5.17.4 SHORTAGES/ BACKLOG OF POST OFFICE/CELLULAR NETWORKS

But there are areas with bad to no cell phones signal, named; **Sentrum, Matlabas, Smashblock, Marakele area, Spitskop plots, Thaba Mall, Koedoskop, Rooibokkraal, Makoppa**, surrounding farming areas and a portion on the R510 between **Thabazimbi** and **Northam**.

3.5.17.5 TV, RADIO, PRINT MEDIA AND INTERNET

Most of Thabazimbi local municipal areas have access to radio and TV coverage. Although some of community members are still unable to afford satellite dishes but majority has access. The area of Leeupoort/Raphuti is one that has huge challenge and very limited radio coverage.

Print media is accessible mainly in towns. Farming areas are not accessing newspapers. Newspapers are distributed in towns.

Internet coverage is also limited to areas that has cell phone coverage.

3.5.17.6 SHORTAGES/ BACKLOG OF POST OFFICE

But there are areas with bad to no signal, named; Skierlik, Smashblock, Marakele area, Spitskop plots, Thaba Mall, surrounding farming areas and a portion on the R510 between Thabazimbi and Northam.

3.5.18 LIBRARY

3.5.18.1 LIBRARY FACILITIES

TOWN	NUMBER / TYPE	LOCATION / STAFF
THABAZIMBI	1 Municipal Library	2 staff members Serviced by Regional Library
	3 Media Centres at schools	Frikkie Meyer Secondary
		Thabazimbi Primary School
		Ysterberg Primary School
REGOROGILE	1 library	Ward 9
NORTHAM	1 Municipal Library	1 staff member.
LEEUPPOORT	1 Municipal Library	No officials / Residents operate the Library

3.6 KPA 3: LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT

The concept of Local Economic Development (LED) is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community. **Local** in LED is about keeping the benefits of economic development within the local community. **Economic** is focused on ensuring that the benefits exceed costs and that actions build long-term sustainability and local competitiveness. **Development** is about maximizing or optimizing the improvement in the quality of life of people in terms of the Human Development Index.

Thus the practice of LED is an on-going process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents. It is important to realise that LED is about building the investment competitiveness and as such, economic development actions and incentives need to be conceived in a proactive manner that creates and directs change as opposed to waiting for changes to become inevitable and only adapting to them or waiting for some action at national level to spur. Local Economic Development operates within legislative and policy context with a municipal space. Various International, National, Provincial and District development strategies guide the local economic development strategies, policies and actions of Municipalities.

The Thabazimbi Council adopted the LED Strategy 2015 with the intention to provide economic direction, growth and development, and to address issues of poverty and unemployment within its communities. The LED Strategy is thus aligned with the existing policy framework identify any implications for development.

3.6.1 INTERNATIONAL DEVELOPMENT STRATEGIES

3.6.1.1 The Millennium Development Goals

The Millennium Development Goals (MDGs) are eight international development goals that were established following the Millennium Summit of the United Nations in 2000, succeeding the adoption of the United Nations Millennium Declaration. All 189 United Nations member states at the time (there are currently 193) and at least 23 international organisations committed to help achieve the Millennium Development Goals by 2015. The goals are as follows:

- To eradicate extreme poverty and hunger.
- Halve the proportion of people whose income is less than \$1 a day between 1990 and 2015.
- Achieve full and productive employment and decent work for all, including women and young people.
- Halve the proportion of people who suffer from hunger between 1990 and 2015.
- To achieve universal primary education.
- Ensure that children everywhere, boys and girls alike, will be able to complete a full course of primary schooling by 2015.
- To promote gender equality and empowering women.
- Eliminate gender disparity in primary and secondary education preferably by 2005, and in all levels of education by 2015.
- To reduce child mortality rates:
Reduce the under-five mortality rate by two thirds between 1990 and 2015 and to improve maternal health:
- Reduce the maternal mortality ratio by three quarters between 1990 and 2015.
- Achieve universal access to reproductive health by 2015.
- Have halted and begun to reverse the spread of HIV/AIDS by 2015.
- Achieve universal access to treatment for HIV/AIDS for all those who need it by 2010.
- Have halted and begun to reverse the incidence of malaria and other major diseases by 2015.
- To ensure environmental sustainability:
- Integrate the principles of sustainable development on country policies and programmes and reverse the loss of environmental resources.
- Reduce biodiversity loss by significantly reducing the rate of loss by 2010.
- Halve the proportion of the population without sustainable access to safe drinking water and basic sanitation by 2015.
- Achieve a significant improvement in the lives of at least 100 million slum dwellers by 2020.

To develop a global partnership for development:

- Develop further an open, rule-based, predictable, non-discriminatory trading and financial system.

Each goal has specific targets and dates for achieving the goal. To accelerate progress, the G8 Finance Ministers agreed in June 2005 to provide enough funds to the World Bank, the International Monetary Fund (IMF) and the African Development Bank (AfDB) to cancel \$40 to \$55 billion in debt owed by members of the Heavily Indebted Poor Countries (HIPC). This will allow them to redirect resources to programmes for improving health and education and for alleviating poverty.

As of 2013, progress towards the goals was uneven. Some countries achieved many goals, while others were not on track to realise any. An UN conference in September 2010 reviewed progress and concluded with the adoption of a global plan to achieve the eight goals by their target date. These new commitments target the health of women and children and the worldwide battle against poverty, hunger and disease.

3.6.2 NATIONAL DEVELOPMENT STRATEGIES

The South African government is committed to addressing poverty and inequality by achieving accelerated and equitable economic growth. To this effect, the government has issued a range of policies and strategies, the following of which are relevant to LED projects in the Thabazimbi LM.

3.6.2.1 The Constitution of the Republic of South Africa

The basis for all legislation in the country is the National Constitution of the country (Act No 108 of 1996) that is the supreme law upon which all other laws are based. In terms of local government affairs, the Constitution recognises municipalities as a distinctive sphere of government and mandates them to 'give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in National and Provincial development programmes' (RSA, 1996). The Constitution makes provision for different categories of local government, which the Local Government White Paper (RSA, 1998) defines as:

1. Metropolitan Councils, i.e. the large conurbations with multiple business districts.
2. Municipal Councils, i.e. non-metropolitan local councils.
3. District Councils that oversee groups of municipal councils in urban and rural areas.

The Constitution obliges local government to "encourage the involvement of communities and community organisations in the matters of local government". These principles are reinforced by the above-mentioned Local Government White Paper, which states that, government in South Africa is constituted as National, Provincial and local spheres of

government. These three spheres are distinctive, interdependent and interrelated. Local government is a sphere of government in its own right, and is no longer a function of National or Provincial government. It is an integral component of the democratic state.

The Constitution establishes local government as a separate sphere of government responsible for service delivery, and imposes a specific set of responsibilities on National and Provincial spheres of government to support and strengthen the capacity of Municipalities.

Improve the quality of education, training, and innovation.

- Invest in quality healthcare for all South Africans.
- Develop a robust social security system.
- Build safer communities and reduce crime.
- Reform the public sector.
- Fight corruption in government.
- Transform society and unite the country.

It is envisioned that by implementing the strategic guidelines and directives outlined in the NDP, South Africa will achieve the **goal of eliminating poverty and reducing inequality by 2030**.

3.6.2.2 New Growth Path

The New Growth Path is based on the importance of resource prioritisation and stakeholder engagement. It is therefore important that these priorities inform recommendations and guidelines provided in the Thabazimbi LM LED Strategy.

The New Growth Path's (2010) main focus areas are to create decent work opportunities, reducing inequality and to end poverty in South Africa. Government aims to achieve this through a New Growth Path founded on a restructuring of the South African economy to achieve labour absorption and a steady economic growth rate. Government is committed to forging such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.

- Developing a policy package to facilitate employment creation in these areas, through:
 - A comprehensive drive to enhance both social equity and competitiveness,
 - Systemic changes to mobilise domestic investment around activities that can create sustainable employment.
 - Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New National growth Path incorporates the Industrial Policy Action Plan (IPAP2) and various other policies, programmes and strategies. The aim of the New Growth Path is to ultimately create a more developed, democratic, cohesive and equitable economy and society in South Africa. Achieving the New Growth Path requires that certain key trade-offs be addressed. This will put emphasis on government's prioritisation to support employment creation, equity and the directions business must move to facilitate a growing economy.

3.6.2.3 Policy Guidelines for Implementing Local Economic Development in South Africa

In 2005, the Department of Co-operative Government and Traditional Affairs (CoGTA) released a new policy statement on the topic of LED policy that clearly spells out how LED policy is seen as fitting within the broader parameters of government policy. The document aligns LED projects with the RDP, GEAR, the Micro Economic Reform Strategy and a diverse range of government policies, including Provincial Growth and Development Strategies and Municipal IDPs. The Microeconomic Reform Strategy seeks to address the inequalities in the country and to build on the RDP, by focusing on issues of the geographical spread of activity, integration, black economic empowerment, knowledge-led growth, skills development and state responsiveness. Issues of both community development and growing the economy through appropriate mechanisms and investment feature in the document.

In contrast with the earlier LED policy document, investment promotion features more prominently, as does business retention and support for a range of enterprises and growth sectors, not just the smallest firms. In terms of alignment with current government thinking, it argues the need to support 'both' the first and second economies and working in collaboration with a range of government programmes to achieve this goal. It also argues that LED policy is a key mechanism to close the gap between the 'two economies'.

3.6.2.4 The Department of Co-operative Governance and Traditional Affairs - National Framework for LED Policy in South Africa

The national framework (2006) aims to support the development of sustainable local economies through integrated government action. The action is developmental and stimulates the heart of economy that consists of enterprises and cooperatives that operate in a Local Municipality. This guideline contextualises the trend towards “new institutionalism” that breaks the distinction between economy and society – economic decision making and action are shaped by shared values, norms, beliefs, meanings, rules and procedures of informal and formal institutions of society.

There are nine guiding principles:

- Through developmental approaches, Government has a decisive role to play in the economic destiny of SA.
- LED policy is an outcome of actions and interventions resulting from good governance, constant improvement and integration of national priorities and programmes.

3.6.2.5 The Municipal Systems Act

The Municipal Systems Act (2000) provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of communities, and ensure universal access to essential services that are affordable to all. The Act goes on to state that it describes the core processes or elements that are essential to realising a truly developmental local government system. These include participatory governance, integrated development planning, performance management and reporting, resource allocation and organisational change. This Act has very defined implications for LED policy in terms of the operational procedures, powers and management systems discussed that can be regarded as mechanisms to promote pro-poor development. Municipalities are specifically required to involve communities in the affairs of the municipality, to provide services in a financially and sustainable manner and to promote development in the municipality.

3.6.2.6 The Mining Charter

The Broad Based Socio Economic Empowerment Charter for the South African Industry is a government instrument designed to effect sustainable growth and meaningful transformation of the mining industry. The Mining Charter seeks to achieve the following objectives:

- To promote equitable access to the nation's mineral resources to all the people of South Africa.
- To substantially and meaningfully expand opportunities for HDSA to enter the mining and minerals industry and to benefit from the exploitation of the nation's mineral resources.
- To utilise and expand the existing skills base for the empowerment of HDSA and to serve the community.

- To promote employment and advance the social and economic welfare of mining communities and major labour sending areas.
- To promote beneficiation of South Africa's mineral commodities.
- Promote sustainable development and growth of the mining industry.

3.6.3 Provincial Development Strategies

3.6.3.1 Limpopo Development Plan 2015-2019

The Thabazimbi LM LED Strategy will pursue the objective of accelerated and inclusive growth while prioritising development through agriculture, tourism, mining, green industry, job creation, skills development, rural poverty alleviation and small business development.

The LDP was developed as a fundamental document to align the province's growth and development direction to ultimately provide a framework for all spheres of government within the Limpopo province. The plan identifies areas that are able to sustain the province's economy and those that require immediate interventions. The document gives specific guidelines in order to address issues that hinder development and introduce initiatives and projects that seek to eradicate the imbalances of the past. Government actions to accelerate growth and development are set out within key action program.

3.6.3.2 Limpopo Tourism Strategy

The Limpopo Tourism Strategy identifies nine cluster tourism developments namely those that are situated in the Waterberg DM, together with their opportunities, will be investigated further and integrated in the Waterberg LED Strategy. The Limpopo Tourism Strategy, similar to the PGDS, focuses on the concept of tourism clusters and their importance for economic development in the Limpopo province. This cluster approach is a method used to raise international competitiveness in the province and to combine it with public and private contributions to have greater impact. The aim is to increase the contribution from tourism to provincial GDP. The tourism strategy further indicates that tourism clusters intend to:

- Promote private and public partnerships
- Attract more tourists than isolated tourism products
- Keep a tourist as long as possible in the province

The Limpopo Tourism Strategy identified nine tourism cluster developments which include South East Bushveld; Southern Bushveld; Waterberg Central; Polokwane; Upper Lethaba; Limpopo Low-veld; Sekhukhune land; North East Limpopo; and Limpopo River Valley.

The Thabazimbi LM Central tourism cluster is situated within the Thabazimbi LM, and since the LM has an advantage in this sector, tourism development becomes an important driver for economic growth in the TLM.

3.6.3.3 Provincial Green Economy Plan

The Provincial Green Economy Plan has been developed in order to facilitate a new way of thinking, planning and living within the Limpopo province. It focusses on developing short, medium and long-term goals in order to realise the potential of the province for becoming the national pioneer in the Green Economy.

3.6.3.4 Limpopo Employment Growth and Development Plan

The Limpopo Employment, Growth and Development Plan [LEGDP] has specific programmes that are designed to achieve structural change in critical areas of the provincial economic. Accordingly, it is designed to pull together in an accessible manner the great variety of actions that constitute a successful delivery. For this reason, the LEGDP pools the input of all three tiers of provincial government, traditional leaders, women, youth, people living with disabilities, the private sector, labour federations, NGOs, and other stakeholders' tactical initiative. In most cases, the provincial government will have primary responsibilities in many areas. In essence it assists the province to be able to make strategic choices in terms of prioritising catalytic and high impact initiatives as a way of responding to the MTSF strategic thrusts.

It must be understood that in the absence of a long-term strategy for the province, the LEGDP is designed to form a solid base in such a line that it is constructed as an implementable plan, which will culminate in a long-term strategy. Therefore, the plan will make every effort to move towards the development of the 2030 provincial growth and development strategy and The Limpopo Vision 2030.

3.6.4 District development

The Waterberg DM IDP 2012/2013 indicates that these challenges need to be addressed in order for the local economy to be developed effectively. It also realises that most of the potential for local economic development lies within the mining, agricultural and tourism sector and, as such, strategies to enhance these spheres should be encouraged and developed

3.6.5 Local Development Strategies

LED Strategy 2015 may be described as an outcome, based on local initiative and driven by local stakeholders. It involves identifying and using local resources, ideas and skills to stipulate economic growth and development. The aim of LED policy is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities for the benefit of all local residents. The LED document is therefore a systematic plan to attain the abovementioned objectives. Not all Local Municipalities discussed in the following section has a LED plan.

Each LED Strategy describes the economic profile of a specific region. In addition, it indicates possible development opportunities in certain sectors. This is known as a sectoral opportunity analysis and from this analysis programmes and projects can be identified for various sectors to foster economic growth and development. In conclusion, in the LED Strategy an implementation plan is described to guide the management.

3.6.Thabazimbi LM Integrated Development Plan

The IDP is a five-year plan and is in effect the development plan of all spheres found within the Thabazimbi Local Municipality. The IDP focusses on addressing key issues that require attention within the future five-year period. The Thabazimbi LM IDP of 2017/2018 has identified all six Key Performance Areas and their strategic objectives as support agents for LED development.

3.6.2 Economic Development Analysis

3.6.2.1 Economic Analysis

This section provides an overview and decomposition of the most dynamic sectors of the Thabazimbi LM Economy. The prime goal is to analyse the most relevant characteristics of the Thabazimbi LM and illustrate the most advantageous aspects for future developments and opportunities. This will be done by observing time series data in a creative way and forecasting the most recent economic events (based on stats SA Census 2011 and Community survey) to describe the current situation in the Thabazimbi LM. Key performance areas will be highlighted for potential growth in the Municipality. This section will also provide insight into the manner in which possible investment should be placed in order to enable effective exploitation of competitive advantages of the economy.

3.6.2.1.1 Production Outlook

The analysis will predominantly focus on the Thabazimbi LM, but will also include the other five Local Municipalities in Waterberg for comparative assessments between their performances and will also take into consideration the significant impact each of the economic sectors will have on the Thabazimbi LM Economy.

3.6.2.1.2 Value Added Output

Gross Value Added (GVA) is the difference between output and consumption for a given sector or industry and therefore measures the total current Rand (R) value of goods and services produced in that sector. The Gross Value Added (GVA) gives information on important aspects as to how well a region within a country is doing. It only provides information to a certain extent because the wellbeing and standard of living are only partially a matter of financial or monetary capital - GVA is the inflation-adjusted market value approximation of all goods and services originating from and destined to a region in a given time period (or, alternatively, the estimated value of income generated in terms of profits and wages). Increased output of goods and services does benefit the wellbeing and standard of living of the average person in Thabazimbi LM in some ways: higher average incomes and increased consumption are often beneficial. But not always: GVA numbers do not answer essential questions, such as whether too much of the wrong things are being consumed, whether there is better quality consumption or whether too little saving is taking place.

When the Thabazimbi LM's level or growth rate of GVA increases, its average standard of living, the quality of education and the health of its population also increase, and standard of living, education and health are all human rights. Therefore, economic growth is indeed an ideal phenomenon in developing areas because it's correlated with many beneficial outcomes for the community. But growth will not automatically or inevitably bring about those outcomes, however if growth brings more income, the residents of the Thabazimbi LM still have to decide to invest money in education, redistribution, institution building etc.

The analysis that follows in this sub-section will predominantly consider the production and employment of the economy as a singular entity, while an assessment provided in a later sub-section will comprehensively discuss each sector individually.

Figure 15 illustrates the GVA at basic prices has increased over the past twenty years from R 7.1 billion in 1995 to R8.6 billion by 2014. After inspection of the current trend over the past five years, the GVA of the Thabazimbi LM is slightly decreasing at a rate of around R22 million each year. The leading contribution to the GVA of Thabazimbi LM is the Mining Sector that accounted for 87% of the GVA in 2014. The primary sector of the Thabazimbi LM dominates the other sectors where the Tertiary Sector makes out 10.2% of the economy in the Thabazimbi LM and the Secondary Sector only 1.2% (Figure 16).

From this profile of the Thabazimbi LM economy combined with the guidelines of the NDP, it is worthwhile to highlight the potential risk posed by an over-dependence on the mining sector. The focus should therefore be on encouraging diversification of the economic base, especially in industries such as manufacturing and agro-processing due to its potential support for local and regional (African) agriculture and mining.

This fact can be supported by the fact that all the other LMs in the District have diversified economies across their tertiary sectors. Bela-Bela and Mookgopong receive the largest contribution to their GVA from the Finance Sector while Modimolle has a strong Government Sector. Mogalakwena and Lephalale are both strong in the Mining Sector, which is a concern as this sector tends to be unsustainable.

3.6.2.1.2 Employment

Generally, citizens in certain demographic groups and locations tend to participate in the labour market very differently from others. Decisions that are as volatile and unpredictable as these do not leave enough room to be analysed properly and the incentives of household labour supply decisions are very restricted. The more information available about the details of the household labour supply choices, including choices to participate in the market, the better policy-makers can predict the impact of strategies and programmes on labour force participation.

Households can be thought of as the owners of both capital and labour. For example, the members of households in the Thabazimbi LM will combine their home capital like—cars, ovens, beds and dwellings - with their available time for labour to produce household output, such as vacations, dinners or child care. These kinds of output delivered by households cannot directly be attained in the market and are not counted in GVA, but they are very important to households. The labour provided by households for these outputs are also not counted in the aggregate statistics on labour supply. Households then have to make decisions about how much of their time to supply to market work versus work at home, including how many members of the household should participate in market work. By keeping these factors in mind, the approach followed in this section will assist in better understanding the factors driving household labour supply decisions. The number of workers in the market and the rate at which employment grows are important considerations when assessing the scope of regional economies. The sector employment profile, which indicates the sectoral employment as a percentage of total employment, provides an additional understanding of the structure of the Thabazimbi LM's economy.

The mining sector employs a third (80%) of the workforce in the Thabazimbi LM while the trade sector is second at 7%. Other sectors include the community services sector (4%), the agriculture sector (1.7%) and the government sector (2%).

The fact that the employment arrangement of the Thabazimbi LM economy is defined to such a considerable extent by the primary sector, especially the Mining Sector, and to a lesser extent the Tertiary Sector, poses a high risk in the long-term. The limited capacity of the primary sector to grow output implies that employment in this sector will be placed under pressure. Therefore, the diversification of the Thabazimbi LM labour force across all sectors is of great urgency.

3.6.2.2 Comparative Analysis

The analysis of this sub-section is concerned with determining whether the Thabazimbi LM's economic sectors conduct production more efficiently relative to the Waterberg DM and Limpopo Province. An indication of the comparative advantage of an economic sector is its location quotient.

A sector that has a location quotient larger than one (1), for instance, has a comparative advantage in that activity compared to the same sector in the aggregate economy. The location quotient can be calculated and applied to both the production and employment capacity of regional economic activity. The sectors with values higher than one (1) should, however, not be regarded as the only sectors worth developing as latent potential in other sectors are not necessarily highlighted by this technique.

The Thabazimbi Local Municipality is rich in many opportunities. In the sections that follow, the most important opportunities will be thoroughly examined. The purpose of this section is simply to provide an overview of the opportunities that have been identified by the Thabazimbi SDF as areas of land where there is the most potential for growth and where many of the development projects that will be identified could be placed. The most pertinent areas identified by the SDF will be brought forward and the opportunities they have the potential to afford and nurture will be identified.

As shown in Map 2, Thabazimbi LM has several Nodes (Growth Points) of great significance to the development potential of the LM. Thabazimbi Town has a great deal of growth potential, especially in terms of the tourism and trade sectors of the economy, due to its location near to the major tourism corridors of the LM. A second significant Node is Northam, which has pronounced potential in terms of the industrial sector of the economy, such as in the Mining Beneficiation and Agro-Processing industries. A last significant

potential growth point for the Thabazimbi LM is Rooiberg, which has significance for the tourism sector as it is a town that already enjoys a tourism feel, as well as having several tourist attractions such as a golf estate and a bike race.

3.6.2.3 Analysis

This section will focus on the two biggest nodes for potential growth in the Thabazimbi LM, namely Thabazimbi Town and Northam.

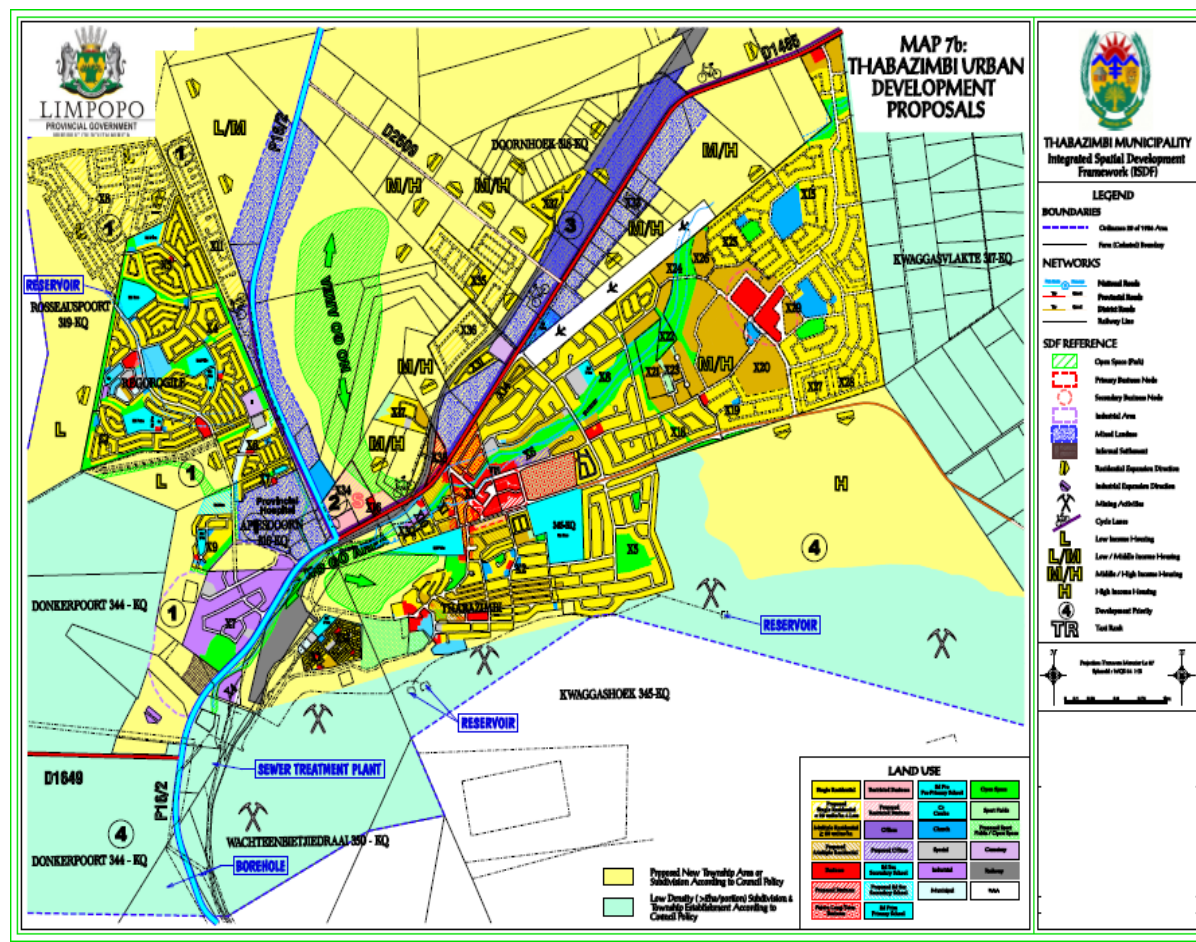
Thabazimbi Town

Thabazimbi Town has quite a few opportunities for growth and development available both in and around the town. Map 8 provides an illustration of the potential that the Thabazimbi SDF has identified in Thabazimbi Town. The first opportunity that is presented by Map 8 is the land owned by the Municipality that is situated along the tourism corridor, which passes through Thabazimbi. Due to this land's location, it is a primary spot for the development of small businesses that will appeal to tourists, such as arts and crafts displays and shops with locals in traditional cultural outfits as well as other cultural activities. As the LM pulls in more tourists, small businesses along this corridor that cater to tourists will have a great deal of success which will help those running the businesses, their families and the community of Thabazimbi Town and LM as a whole to grow. The CBD of Thabazimbi Town has growth potential to become more of a tourism town as it is conveniently located off the tourism corridor. The citizens of Thabazimbi Town should aim to increase the attractiveness of the town for tourists by creating a welcoming and friendly atmosphere in the CBD.

Within the major retail area of Thabazimbi Town there is also potential for growth as more diverse businesses can be started in that section that will help to give the town a tourism vibe. The retail area can incorporate businesses that will draw tourists from all over, thus helping to bring additional business to those businesses that have already been established in that section, bringing much needed revenue and trade to the town and the LM.

The industrial area of Thabazimbi Town also has a fair amount of potential as there is land surrounding it that can be used for further development of the town. This land can be used to develop a necessary incubator and training centre that can develop the skills of the citizens of the town so as to make them as successful as possible in their businesses, as well as in becoming more tourism oriented.

Map : Thabazimbi Urban Development Plan.



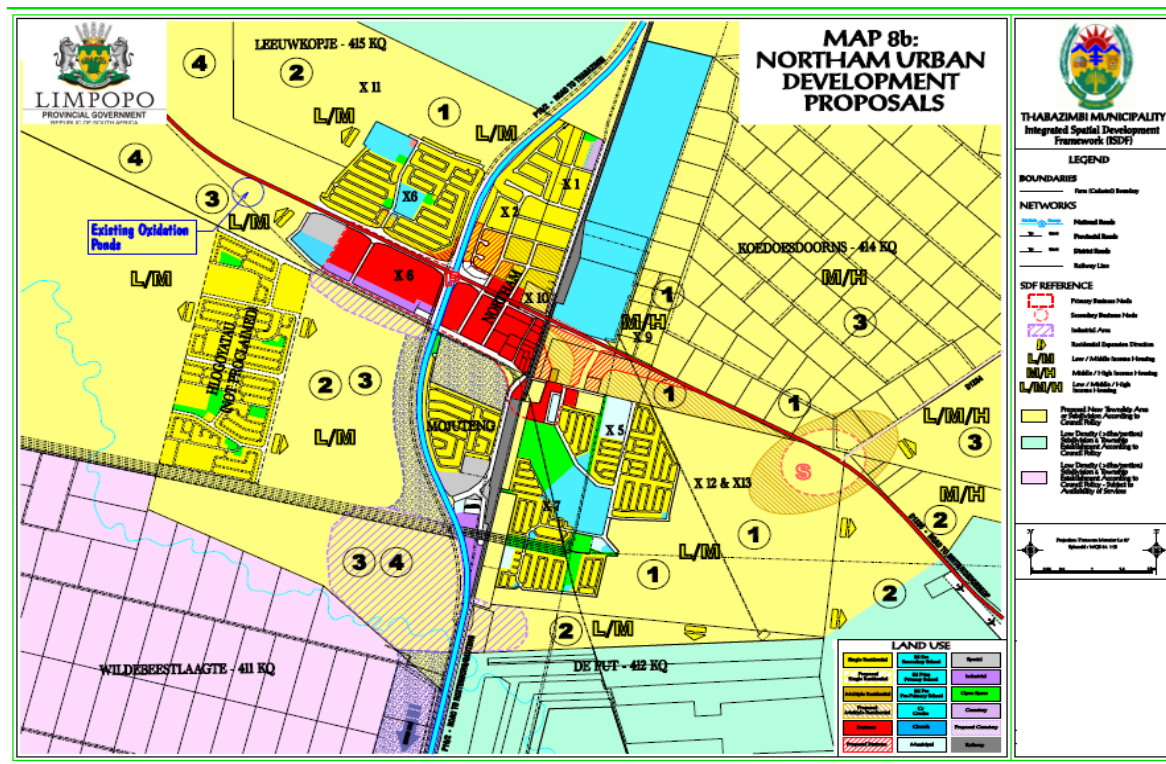
Northam

Northam is largely an industrial town due to its close proximity to several large mines, as shown in Map 7. This inherent industrial nature gives rise to several industrial opportunities being available for development within Northam. The products that can be produced from these activities can then aid in the development of the commercial (retail) sector of Northam. In the past, Northam simply mined products then sent the raw materials out of the municipality. Developing the retail sector in the CBD, shown in Map 9, will provide the town with more income and will thus allow the town and its citizens to thrive and will aid in the growth of the Thabazimbi LM.

Map 9 indicates the available land that has been found in Northam that would be ideal for use in the development of agro-processing and mining beneficiation activities. As can be seen, this land is close to the CBD, which will make transport of the goods produced by the businesses easier to transport and to sell.

Also seen in Map 9 is the proposed site for the development of a low cost housing development for mine workers. The provision of housing for mine workers is another potential growth area for Northam as, at present, the only housing available for mine workers is provided by the mines themselves. These are far from the town so it becomes inconvenient for those who live there when the mines close down and provisions stop being transported out to the developments. The proposed housing development, which will be called Wildebeestlaagte, will provide alternative housing for mine workers that is within the town and thus close to the CBD where they can get the supplies they need and that will also remain as viable housing for the miners even after the mines themselves are non-existent. In this way, Northam can grow its population and town as well as providing essential and much needed security to those dependent on the mines for accommodation.

Map Northam



Impact analysis per economic sector

The LED initiatives are geared towards the betterment of the economic profile of the local households and a broader community. As far as possible, steps should be taken to ensure an equitable distribution of income emanating from projects. Good results in this regard will be seen among cooperatives and joint ventures. This distribution of opportunities means that the development of the economy should as far as possible be performed against the background of national BBBEE guidelines. All development projects that are implemented should be guided by the employment creation as the ultimate goal of the project. Availability of skills and competency of workers is of paramount importance, which means that the Municipality should prioritise capacity building for the community at large. This can be done through a series of initiatives inclusive of business mentoring and SMME Incubations.

Sustainability is critical in terms of economic, social and environmental impacts. Thorough assessment of sustainability prior to the implementation of any LED initiative must be undertaken to limit the irresponsible application of resources as well as avoiding contravening the principles of the SDF. The identified economic pillars should be developed with a sense of building a local comparative advantage. This requires that investment constraints be mitigated through appropriate development interventions. Investment attraction from outside the Municipal area is critical, and this simply means that economic resources are injected into the local economy. Of importance further, is the deliberate effort of maximizing local levels of investments as well as the circulation of locally generated capital.

Linkages in the Municipal economic development context require that the flow of economic goods and services of both government and private sector be enhanced. This will improve efficiency in terms of 'doing things right with less' for the local community. While it is acknowledged that the resource constraints are a challenge, fostering Partnerships between the Municipality and other economic role players is a significant move to attain.

3.6.2 ECONOMIC PROFILE AND SECTOR IMPACT ANALYSIS

Key economic drivers aimed at regenerating the Thabazimbi Local Municipality's economy can be formulated from the economic opportunities identified in the opportunity analysis. From a strategic development facilitation point of view, it is necessary to ensure that the appropriate linkages and interactions between programmes and projects must be established. Such an integrated approach is needed to ensure the optimal rate of implementation and economic development in the Thabazimbi Local Municipality.

3.6.2.1 Economic Potentials

Factors determining the development potential

Before commencing with the discussion of the relevant development potential criteria, it is prudent to first clarify the meaning of potential. The Concise Oxford Dictionary (1990) describes 'potential' as follows:

- 'capable of coming into being or action'
- 'the capacity for use or development'
- 'usable resources'

Therefore, potential refers to resources and/or capacity that can be utilised or developed. In order to identify or determine this development potential and/or opportunities within an economy, a set of criteria is required against, which to evaluate whether the resource and/or capacity can be regarded as having potential. The set of criteria serves as an evaluation tool to identify areas with potential for development and opportunities within each of the local economic sectors. These include:

- Availability of raw materials and resources
- Economic linkages
- Market trends
- Gap analysis / Agglomeration advantages
- Logistics / nodal point function
- Regional service delivery function
- Availability of labour
- Technology change
- Enabling policy environment
- Infrastructure

Agriculture and Agro-Processing

The agricultural sector incorporates establishments and activities that are primarily engaged in farming activities, but also includes establishments focusing on commercial hunting and game propagation and forestry, logging and fishing (SIC). The Thabazimbi LM that is the biggest local municipality within the Waterberg DM, stretching over 986,265 hectares, has an arid to semi-arid climate with generally hot temperatures ranging from 28-34 degrees Celsius in the summer. Its average annual rainfall decreases from east to west with ranges from eight hundred millimetres in the eastern areas to four hundred millimetres in the western areas. Up until about 2005, the Thabazimbi LM's production output was on par with the rest of the LMs in the Waterberg District. Production output since 2005 has seen a steady decline which, as of 2014, is beginning to stabilise again,

As a result of the climate and rainfall patterns of the Thabazimbi LM, access to water is one of the main limitations to the growth of the agricultural sector. Over the past few years, the sector has seen some major changes, one being that crop farming has improved as more land has been put under irrigation, for example, all vegetable and citrus production is currently under irrigation. The main source of water for this irrigation is the lower Crocodile River, which is fed by the Pienaars, Apies, Moretele, Hennops, Jukskei, Magalies and Elands rivers as well as receiving large volumes of water from the Vaal River System via the Rand Water supply system and the Lesotho Highland Water Scheme. Though this is the best source of water for the farmers of the Thabazimbi LM, there are a few challenges that need to be faced.

The first challenge is the quality of the water in the river as the water that flows in the Crocodile River has already passed through the highly developed industrial, urban and semi-urban sprawls of northern Johannesburg, Midrand and Tshwane. Another challenge presented by the idea of having the Crocodile River as the main water source of the Thabazimbi LM is the presence of farmers that work steads on the banks of the river. The banks of the river are fertile, with soil that ranges from sandy loamy to clay loamy. The farmers who work these steads are very productive and have managed to drastically increase their crop output, but their method for doing so involves using more water than their allotted rights. As Thabazimbi LM has a relatively dry climate, a possible solution to this water scarcity problem would seem to be dry land farming (Table 12). However, very little dry land farming actually takes place within Thabazimbi LM due to the fact that the planting of dry land crops, such as sunflower, is still weather dependent and can only take place if a rain has fallen and has moistened the soil at least two meters deep. Despite all these challenges to farmers, there are some good opportunities for them to be successful in the current market. One such opportunity is horticulture farming. Horticulture farming refers to shifting from conventional field crops to more, higher value crops such as by shifting to organic farming. Participating in these high value crop chains will generally improve farmers' incomes, with the added benefit of improving or developing the local economy if their participation is supported by government and the private sector. Organically produced crops are a relatively new concept in agriculture, but follows the trend of increasing consumer health awareness therefore it has great potential for both small and large-scale farmers.

Livestock Production

An important subsector of the agriculture sector, due to the fact that it incorporates the most crucial elements of food and nutrition, namely protein, is livestock production. In terms of land use, livestock production is dominated by extensive ranching, roughly 50% of land use, and game farming, about 40% of land use there is a continual shift by commercial farmers, ranchers, from cattle livestock farming to game farming.

Game Farming

The Thabazimbi LM in general is well suited for the establishment of game farming as the majority of the region has arid to semi-arid conditions which are perfect for game farming. There are many reasons why game farming works well in the Thabazimbi LM. The first is that it opens up the potential for hunting trips. This creates an option for farmers to generate secondary income through hunting and accommodation. For example, hunters that purchase hunting packages can be hosted on lodges on the farm. The majority of game farmers manage the complete value chain of the hunting industry, from transportation to lodging to all services that may be needed by hunters, such as working the meat, taxidermy and tanning the skin.

Table : SWOT Analysis for Agriculture and Agro-processing

Strengths	Weaknesses
<ul style="list-style-type: none"> • Thabazimbi has rich natural resources. • The climate is perfect for the cattle and game industry. • Great potential for organic farming. • The additional water supply has increased the amount of land under irrigation • Well established niche markets in game farming and hunting. 	<ul style="list-style-type: none"> • Thabazimbi has a semi-arid climate, i.e. the area needs to manage water supply and water quality carefully. • Badly maintained road infrastructure makes access to game lodges and hunting facilities difficult. • Communal farmers are not geared towards the commercial aspects of farming.
Opportunities	Treats
<ul style="list-style-type: none"> • Increasing global demand for red meat • Healthier protein alternatives such as game and poultry produced in Thabazimbi • Organic products • Eco-tourism and hunting, which are well established niche markets in Thabazimbi• 	<ul style="list-style-type: none"> • Global warming increases the likelihood of droughts and flooding • Floods cause a lot of damage, including road infrastructure damage, washing away crops and eroding the river banks. • Animal and plant diseases. • Water pollution from surrounding areas. • High capital costs and interest rates.

	<ul style="list-style-type: none"> Trade barriers and a high national import rate of agricultural products
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Table: Agriculture and Agro-Processing Outputs

Municipality	Crop	Fruit	Vegetables	LIVESTOCK; POULTRY & PIGGERY
Thabazimbi	Soya Maize Manna Tobacco Paprika, Cow Peas Sorghum Lucerne Groundnuts Wheat Jug beans Sunflower cotton	Citrus Peaches Grapes Tomatoes	Spinach Potatoes Tomatoes Cabbage Carrots Onions Curcubits and Spinach	Cattle: Afrikaner, Brahman, Nguni, Simmentaller, Senglen, Tuli, Bonsmara and, Van Rooyen. Goats: Boer goats. Poultry: New Hemisphere, White leghorns, Australops, Potchefstroom Kokoes, Black Leg Horns. Piggery: Large white, Minnesota and Landras.

3.6.2.1.1 Mining

Thabazimbi LM is rich in mineral resources, especially platinum and iron, large deposits of which are still unexploited. The exploitation of these minerals currently depends on the market (demand) and viability to exploit these minerals. The viability to exploit these minerals also depends on future technology in the Mining Sector. The mining sector is the main sector in the economy with iron ore and platinum as its chief products. The Municipality currently has various mines that produce platinum, iron ore, cement and Andalusite. The table below provide an overview of the mines operating in the Thabazimbi Local Municipality.

Mining has also been instrumental in driving in-migration into the municipal area, thereby contributing to its current population profile. However with the closure of Kumba in the recent years, the municipality faced a serious decline in economic growth as a result of retrenchments and local businesses closure. The municipal sector priority has since to one that allows for diversification instead of concentration on a single sector.

Little mining beneficiation currently takes place within the Thabazimbi LM. The opportunity to expand beneficiation efforts exists, which in turn could create many employment opportunities, e.g. manufacturing of concrete and steel building materials, steelworks and catalytic convertors components.

The close proximity of mines to each other between Northam and the Thabazimbi LM on the R510, makes it ideal for cluster development. This could lead to the development of a local mining supplier park and a mining industrial and warehousing park. The Thabazimbi and Northam rail line is currently underutilised. Potential exists to use existing infrastructure such as electricity supply and the rail line for any cluster development. The Municipality must engage Transnet and other critical role players in this regard. There are many opportunities for mining to link with other sectors such as tourism, e.g. mine tours and trade, e.g. local procurement.

Table 11: Mineral Resources in Thabazimbi

NAME OF THE MINE	FARM PORTION WITH AREA REGISTRATION	MINERAL COMMODITY	LOCAL COMMUNITY	SLP
Anglo American Platinum (Amandelbult)	Amandelbult 383KQ	Platinum	Smashblock	?
Siyanda Bakgatla Platinum	Swartklip 410 KQ	Platinum	Northam	Planned and approved by DMR, submitted to the municipality
Anglo American Kumba Iron Ore (Thabazimbi)	Kwaggashoek 345 KQ	Iron ore	Thabazimbi/ Regorogile	?
Northam Platinum (Zondereinde)	Zondereinde 384KQ	Platinum	Jabulani & Thabazimbi	Planned and approved by DMR, submitted to the municipality
Pretoria Portland Cement (PPC)	Grootvlei 160 KQ	Lime Stone	Dwaalboom	Planned and approved by DMR, submitted to the municipality
Chronimet Mine	Swartkop 369 KQ	Chrome	Smashblock	?
Rhino Mine	Roonval 441 KQ	Andalusite	Thabazimbi & Smashblock	?

Continental Cement	Nooitgedaght 136 JQ	Lime Stone	Raphuti	?
Andalusite Resources	Maroelasfontein 366 KQ	Andalusite	Smashblock	?
National ERTS & Mineral	Rhenosterkloof	Tigers Iron, Silica Sands, Tin Ore & Aluminium	Rooiberg	?
Mamba Cement	Krokodilkraal 545 KQ (Ptn 53)		Koedoeskop	?

Table: Thabazimbi Mining SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Rich mining resources of which large deposits are unmined Well developed mining operations that contribute significantly to local economy. Training facility in town. Increased mine safety –fatalities and injuries are down at major mines. Close proximity of mines to each other provides the opportunity for cluster and beneficiation. 	<ul style="list-style-type: none"> Thabazimbi's economy is heavily reliant on the mining sector Major mining disruptions in 2012 and 2014 Little beneficiation resulting in leakages Limited Local procurement Mining operation can be detrimental to the environment.
Opportunities.	Threats
<ul style="list-style-type: none"> Well established local and export markets for Iron Ore and Platinum. 	<ul style="list-style-type: none"> Increased worker unrest and increased salary. demands are putting strain on mining operations and their profitability

<ul style="list-style-type: none"> • Good rail infrastructure supports mining operations • Mining operations can provide substantial employment opportunities. 	<ul style="list-style-type: none"> • Increased threats for the nationalisation of mines creates investor uncertainty • New mines may focus on capital instead of labour intensive operations.
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TOURISM

Although the Municipal LED Strategy, 2015 does not define tourism as a sector per se due to inter-linkages with almost all sectors such as trade, transport and finance sectors. The Municipality has revised its vision and has adopted tourism as a key sector for the municipality to identify with. Given its increasing importance as both an income and employment generator in South Africa, it is most significant now than ever that this sector is discussed independently from other economic other sectors. Provincially, tourism has been identified as one of the three priority economic sectors chosen by government as a focus point for efforts to support investment and facilitate growth.

Tourists spend a significant amount of money on accommodation, food, clothing, souvenirs and many other goods and services. As such, tourists support the development of new businesses, enable the creation of several job opportunities and afford an added incentive for community regeneration and upliftment. South Africa has a growing tourism industry with the number of foreign visitors to the country growing from 6,429,583 in 2002 to 9,188,368 in 2012, as stated by the annual report of SA Tourism.

Domestic Tourism

Domestic tourism, however, seems to be decreasing as South Africa's domestic tourism market performance saw a reduction in the number of trips taken from 26.4 million trips in 2011 to 25.4 million trips in 2012. Despite this statistic, the length of stay of domestic travellers has increased from 4.4 bed nights per trip in 2011 to 4.8 bed nights per trip in 2012. Domestic tourism spend has also increased by 1.5% from R20.3 billion in 2011 to R21.8 billion in 2012. Direct employment in the tourism sector increased by thirty-one thousand direct jobs in the sector from 2010 onwards, making the total 598,432 jobs in 2011. This increase improved the percentage of direct employment in the tourism sector, as a percentage of overall employment in the country, by 0.2%, from 4.3% to 4.5%. The reputable and graded accommodation network throughout South Africa, allows South Africa to cater for a large influx of tourists of a wide variety of tourist types, from luxury travel and 'on a shoestring travel' in the leisure category to MESE travel (meetings, exhibitions and special events in business travel).

Regional Tourism

The N1 is the main link between Gauteng and Limpopo and it provides easy access to both the Limpopo Province and the Waterberg District. It also links some of the key towns in Waterberg such as Bela-Bela, Mokopane, Moogopong and Modimolle. An alternative to the N1 is the R101, which runs parallel to the N1. An additional route in Waterberg is the N11, which is a link between Botswana and Mpumalanga and it runs through Mokopane. The Waterberg DM prides itself on its scenic environment and natural beauty, as well as its rich and diverse cultural history. The Limpopo Tourism Agency actively promotes several routes within Limpopo and Waterberg. The Limpopo routes, which are all self-drive and unguided, offer an opportunity for focused travel in the province. They allow travelers to assemble their own itinerary for travel and adventure in the province.

Local Tourism

The Waterberg Biosphere remains an integral part of the tourism segment, and especially eco-tourism in the municipality. Its international status awards it the prospect of tourism development in terms of conservation and logistics support. The Waterberg Biosphere Reserve stretches from Marakele National Park in the south west to Wonderkop nature reserve in the north-east. In order to facilitate exploration of the area, the Waterberg Meander has been created, with a number of routes within Waterberg. The Meander showcases prime tourist attractions within the area, as well as a series of community-linked projects by giving the tourist the opportunity to take part in a self-drive tour of historical, geological, cultural and environmental sites along the route. Consideration has been given to possibly extend the Biosphere Reserve to include the Madikwe, Atherstone, Thaba Tholo and Welgevonden Game Reserves.

Promotion of the local tourism industry offers a unique opportunity for government and the private sector to rebuild the economy. These includes a wide range of resources, services and environments, such as game parks, cultural villages, outdoor and facilities in and around residences in urban and rural environments, or in the countryside (Torkildsen, 2005). Tourism facilities therefore, denote the physical and non-physical structures that cater for both outdoors and indoors leisure and sporting activities and for socio-cultural necessities enjoyed by the travelers. In planning for provision of tourist facilities, planners and local authorities have to provide a wide range of facilities and services for all forms of leisure and for community participation in social and cultural programmes.

Development Potential

- The Thabazimbi LM is blessed with a unique topography and its exceptional fauna and flora and accompanying biodiversity make it an ideal area for eco-tourism and concomitant ventures. It further has the advantage of being malaria-free.
- The Marakele National Park is the main tourist attraction in the municipality and is located only 12 km outside the Thabazimbi CBD. This creates the ideal opportunity for eco-tourism development in and along the park and provides the area with an established tourism development node.
- The agricultural sector in the area is increasingly converting its land-use towards game farming, thereby increasing the tourism potential of the area.
- The international status of the Waterberg Biosphere gives it eminence that can be utilised in marketing the area as an eco-tourism Mecca. The possible extension of the biosphere will only add to tourism attraction and capacity of the municipality.
- The newly established tourism centre will capacitate and facilitate numerous tourism initiatives in the area, thereby creating a cohesive industry.
- The Thabazimbi LM has several well-established tourism markets, such as hunting, nature reserves, game farms, etc. that can be further developed and marketed to attract visitors to the area.
- The Thabazimbi LM Game and Tourism Expo and Oppikoppi Music Festival are important revenue generators that should be developed and expanded.
- the development of market stalls, as well as giving consideration to the establishment of a heritage route, similar to the Greater Mapungubwe Heritage Route, that provides a broad range of activities related to the historic buildings, sites and attractions in the area that may be partnered with local tourism operations will assist Thabazimbi LM in amplifying this opportunity.
- There is an untapped opportunity to attract visitors from Gauteng and other parts of the country to the Thabazimbi LM through the hosting of annual expos, festivals and events.
- Tourism is a regional income generator and its integration with provincial and district initiatives will give it the best opportunity for maximum impact and benefit, not only for the LM, but the entire region as well.
- Incentivise the uptake of skills and the provision of financial assistance to black SMMEs and communities to empower them to become self-sufficient in hunting/game industry.
- The Thabazimbi LM tourism product offering needs to be diversified.

- Thabazimbi LM has a good accommodation industry whose existing businesses can be used to rectify the current deficiency in black owned businesses by providing for the buying of shares in the businesses or by partnering with black owners.
- The municipality should work at garnering support for the newly founded TTA.
- The TTA should look into the creation of a unique tourism-based website for the Thabazimbi LM that is separate from the municipality's main website and that will draw both international and local tourists to the municipality.
- The TTA should increase its involvement in the decisions made by the municipality, especially those concerning problems businesses are facing such as the inability to start up due to overburdening regulations.
- New regulations for tourism businesses should be developed that categorise
- businesses based on their reason for business, for example whether they provide the sole income of their owners or are just a side business. These categories should then be further divided into tiers where less regulation is required for start-up small businesses than for large businesses that have been in operation for many years and
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<ul style="list-style-type: none"> • 98% of tourist were South Africans • 60% spent two to three nights • 90% stayed with relatives • 35% of visitors to Thabazimbi LM chose it as a stop-over • About 1% stayed at camping sites for at least one evening • 81% of travellers passed through Gauteng • Less than 1% used air travel to Thabazimbi LM • 65% of visitors are stop-over visitors • Tourist nights spent in Thabazimbi LM <ul style="list-style-type: none"> • 28% spent one night 	<ul style="list-style-type: none"> • 11% spent three to five nights • 1% spent more than five nights • 50% of visitors to Thabazimbi LM are undecided about revisiting the area • 33% would be willing to visit the area within a year • 81% of first-time tourist to Thabazimbi LM heard about the destination through word of mouth • 79% of visitors say road signage is inadequate
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The Draft Tourism Strategy which was presented development is a **joint responsibility** of local government with the private sector. It is predominantly a private sector business whilst public sector facilities, services and amenities are complementary to successful tourism. Hence, the role of local government is to attract investors with their capital, undertake planning and provide leadership while the private sector's role is to attract customers with its capital and the quality of its tourism offering. Fulfilling these roles will drive sustainable development / social benefit to local communities. So, tourism should be **government enabled, private sector driven and community owned**. The South African Tourism Planning Toolkit promotes and further support tourism planning at local municipality level and outlines a framework and tools that informs local tourism planning.

The closure of one of the local mines two years ago left many of our residents unemployed. This was however a blessing in disguise become it then provided the municipality with a wakeup call to restructure its vision and to redirect its economic focus. As a result, the Strategic Planning Session held on the 22 February 2018 adopted a new vision for the Municipality. The new vision identifies the tourism sector as a primary area of focus due its sustainability and potential for job creation.

The Thabazimbi Tourism Indaba held on the 18th May 2018 presented a vision for the Municipality which is to *develop an inclusive, integrated and sustainable local tourism product that will position Thabazimbi as a leading tourism destination in the Limpopo Province and beyond, resulting in a rapidly growing local tourism economy*

There exist a number of opportunities for investment within the tourism sector.

The Draft Tourism Strategy has identified ten potential tourism (tourist) segments which the municipality has to offer. Not all segments are fully developments; however each presents a unique investment opportunity for the future. These segments include ecotourism, wildlife, sport and adventure, culture, mining, agriculture, volunteer (social welfare), religious and wellness. There of course are many others which exists must still be developed.

Strengths	Weaknesses
<ul style="list-style-type: none"> Rich natural resources in Waterberg, such as the Biosphere with unique flora and fauna In close proximity to Gauteng/OR Tambo. •Closest national park to Gauteng and OR Tambo –MarakeleNational Park. 	<ul style="list-style-type: none"> One dimensional product offering –Game. Limited cooperation between role players, causing differing goals, fragmented planning and lack of coordinated marketing strategy and branding.

<ul style="list-style-type: none"> • Well-established hunting industry and game farming • Good Accommodation Industry. • School offers tourism as a subject. • Tourism Centre almost up and running. • Established events: Oppikoppi, Expo, etc 	<ul style="list-style-type: none"> • No hospitality and tourism skills training facility, causing a lack of skills in the industry, from basic skills such as how to make a bed to managerial level. • Unregistered business due to cumbersome processes, in particular rezoning process. • Lack of BBEEE and black community participation. • Insufficient financial and non-financial support for tourism entrepreneurs.
Opportunities	Threats
<ul style="list-style-type: none"> • South Africa is increasingly becoming a significant player in the world tourism market. • Coordinated national marketing strategy creating a desire amongst tourists to visit SA. • Garner support for the newly founded TTA. • Development of tourism database. • Diversify product offering, e.g. mining tours, heritage and cultural tourism. • Unique tourism-focused website • •Work experience programs for the youth. 	<ul style="list-style-type: none"> • Lack of tourism transport system, e.g. no car rental or passenger rail services • Poor road conditions in and around Thabazimbi. • Lack of signage in and around Thabazimbi. • Insufficient tourist routes and no tourist maps. • Thabazimbi has no clear Unique Selling Proposition.

Trade and SMME

The trade sector includes wholesale and retail trade (sale without transformation) of any type of goods, and rendering services incidental to the sale of merchandise.

Wholesaling and retailing are the final steps to the distribution of merchandise. Also included is the repair of motor vehicles and installation and repair of motor vehicles, the installation and repair of personal and household goods and hotels and restaurants.

As in all transitional economies, the SMME sector in South Africa carries the burden of generating employment and social stability. Entrepreneurship is considered to be an important mechanism for economic development through employment, innovation and welfare effects. Limpopo has easy access to South African and African markets due to its borders with Gauteng and key Southern African Development Community (SADC) nations.

The Thabazimbi LM currently has approximately 215 registered businesses, of which, 175 belong to the Thabazimbi LM Business Chamber. The total number of businesses appearing in the local directories ranges from 440 to 460 businesses, indicating that only about a third of the businesses in the Thabazimbi LM are registered. The Thabazimbi LM has three major shopping malls that currently have Pick 'n Pay, Spar and Shoprite respectively as anchor tenants. These three malls host approximately 45 of the local businesses. The rest of the registered businesses are spread across town. The majority of registered business in Thabazimbi LM operate from smaller shopping malls and standalone.

The Thabazimbi LM currently has very few manufacturers or businesses that create finished goods from raw materials. Current operations include a small brewery that manufactures craft beers along with clamps for mines, leather tanning and taxidermy enterprises. Little value is added to raw materials produced in the Thabazimbi LM.

There are many linkage opportunities with the agricultural sector. Thabazimbi LM has an ever expanding game farming segment. This provides opportunities in already strong hunting, game breeding and game auction markets. The skills and qualifications to work with venison are already in the Thabazimbi Local Municipality. A real opportunity exists to establish a venison based red meat packaging industry which includes biltong and dry wors manufacturing and packaging. The main obstacle to overcome for this venture is to ensure a constant supply of stock. Other opportunities are to strengthen the existing leather, tanning and taxidermy services to a point where there is a constant supply of leather. Opportunity exists for recycling of waste. A recycling plant will serve a dual purpose by creating work for the unemployed, as well as assisting in keeping the town clean. The Thabazimbi Local Municipality already has a number of festivals, ranging from small events such as church bazaars, to major music festivals (Oppikoppi) and the Wild Expo that attract tens of thousands of visitors. The Marakele National Park also hosts a unique marathon where runners run amongst the big five. The marathon is still a very small race and there is an opportunity, through more intensive marketing, to make this a very special.

Formal Business Activity – Survey Findings

The small business and retail survey was conducted during October 2013 and March 2014. The formal business survey addressed several key components, including business characteristics, location and challenges, market linkages, historic and future trends and business confidence. In total, 43 business owners from within the Local Municipality participated.

Number of business registration per municipality

The function of Business registration has been performed by the Department of Economic Development Environment and Tourism as the custodian of the function from National level. But the registrations were approved in line with the land use rights regulations of the Municipality. The Municipality through a Council resolution in December 2015 has agreed to assume the responsibility of registering businesses as discussed with the LEDET from the Provincial level. The Municipality has engaged with LEDET in terms of formal transfer of the function to the Municipality coupled with capacity building of the relevant officials in Planning Department in April 2016. The total number of existing businesses registered within the Municipality excluding farms is approximately 1500. Meeting has been held, presentation been done in this regards, trainings have been given to the officials of the Municipality as yet and waiting for the business management system to be uploaded.

Informal Business Activity – Survey Findings

The informal business survey was conducted during October 2013 and March 2014. The purpose of this research was to develop a profile of informal business activity in the Thabazimbi Local Municipality and to identify opportunities for formalisation and development. In total, 61 informal businesses participated in the survey, with the majority of these informal businesses trading with either snacks, fruit and tobacco (34%), public telephone services (26%) or with other products or services such as clothing, bakery products, shoe sale or repairs, motor vehicle parts, cell phone accessories or meat products.

SWOT Analysis Trade and SMME

Strengths	Weaknesses
<ul style="list-style-type: none"> Well established business sector -approximately 215 businesses and 100 guest houses. Sufficient business premises, once new business complexes have been built (ThabaMall and MarikeleMall). Well established Business Chamber. 50% of business established over 10 years. 	<ul style="list-style-type: none"> Limited facility for street vendors in town. Large unskilled workforce. ABET and skills training center, but no SMME training. Many leakages with low local procurement by business and residents opting to purchase their monthly groceries in other towns and regions.
Opportunities	Threats

<ul style="list-style-type: none"> • SMME and Trade are important employment creators within the economy • There is an opportunity for Red Meat (Venison) packaging and other meat products such as a Biltong Factory, Dog Food Production, etc • Recycling plant will provide both income to the community and assist in cleaning up the town 	<ul style="list-style-type: none"> • Mining is the biggest employer in Thabazimbi, so strikes and uncertainty within the mining sector could hamper buyer confidence and reduce spending in general. • Businesses selling on credit may struggle with bad debt and liquidity.
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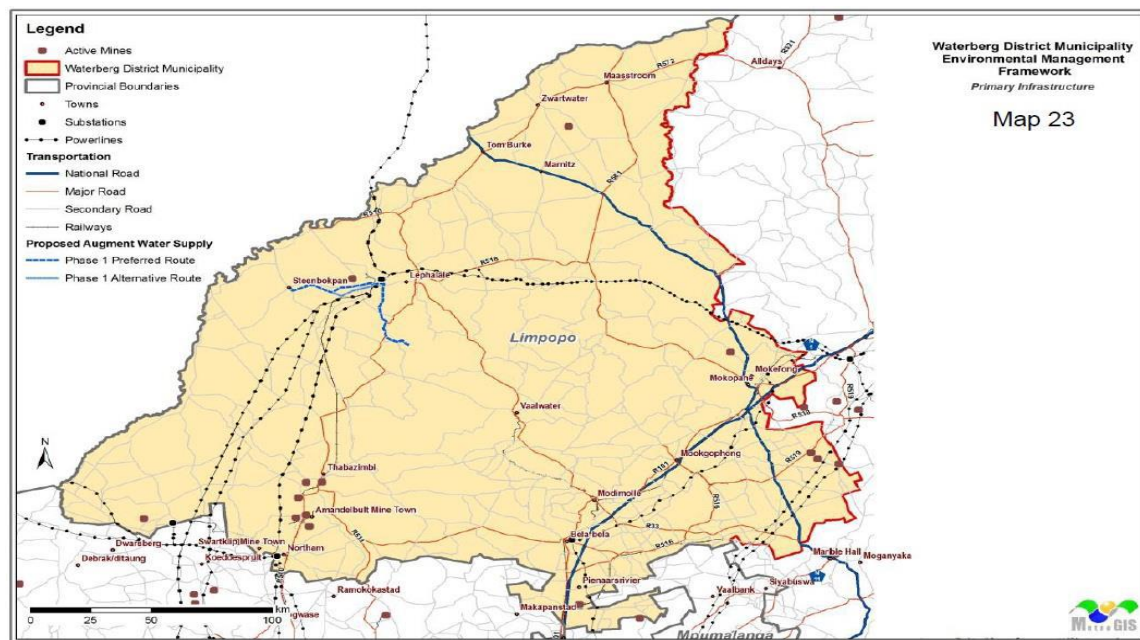
Transport

The transport sector includes activities related to providing passenger or freight transport, whether scheduled or not, by rail, road, water or air and auxiliary activities such as terminal and parking facilities, cargo handling and storage. Also included in this sector are postal activities and telecommunications. Transport is an enabling function without which business cannot operate. Approximately 584,000 people are employed in the formal and informal sectors of the transport sector within South Africa. At a National Government level, various initiatives are underway to strengthen transport infrastructure.

At a National Government level, various initiatives are underway to strengthen transport infrastructure. Transnet has increased capacity on its coal line and plans are in place to further expand the coal, iron ore and manganese lines. The importance of transport systems and infrastructure had been identified in The Limpopo Provincial Growth and Development Strategy (PGDS). This strategy highlights transport as an enabler in facilitating economic growth and movement of people, goods and services.

The Waterberg District Municipality has primary national, provincial and district routes such as the N1, N11, R518, R572, R33, R510, R516, and the R101. This provides Waterberg with an extensive road network that adequately connects it with Gauteng, the North West Province, Botswana and the rest of Limpopo.

Map: Provincial Strategic Transport Routes



Municipal Transport Planning

Car ownership within Thabazimbi Local Municipality is low and commuters depend on public transport. Further, the mobility of communities is a serious concern. The majority of the population within the Municipality walks and use taxi operations. There is currently no bus services or bus terminals in the Thabazimbi Local Municipality. There are several factors determining the nature, the distance, and utilisation of routes and operational methods of the taxi industry. Among other factors is the location of towns and villages, dominant economic activities in the area and employment status within the Thabazimbi Local Municipality. As a result of these factors, operation of the taxi industry in certain areas and the type of service provided are irregular – i.e. use is sometimes made of certain routes as a result of demand and the pavement conditions of the road. In mining areas such as Northam and the Thabazimbi LM for example, certain routes particularly long distance routes are provided on certain Fridays, month-end and long-weekends. On the basis of the survey conducted by the Waterberg District Municipality, 41 taxi routes were identified in the Thabazimbi Local Municipality. According to the Waterberg District Municipality Integrated Transport Plan there are no public transport corridors in the Thabazimbi LM. The maintenance of roads and the condition they are in, are of great concern. Floods in 2013 had also caused severe damage to roads and many of the main routes have potholes.

Transport development potential

- The Thabazimbi LM has good rail infrastructure that can be utilised for grain and other agricultural and mining products.
- With the downscaling of mining product transportation via the Thabazimbi LM, the rail line could be utilised for tourist products, e.g. a passenger rail linking with neighbouring towns, or a day-trip steam train service.
- Key trade, mining and tourist routes should be identified and prioritised for maintenance.
- The Thabazimbi LM IDP (2013-2014) identifies the presence of the railway line at Northam and the Thabazimbi LM as providing opportunities to establish businesses and industries dependent on mass transport for goods.
- To ensure and provide public transport facilities that are accessible to all (including learners).
- The Thabazimbi LM IDP suggests the development and implementation of a municipal transport plan.
- Upgrading of taxi ranks and ablution facilities in identified areas.
- To maintain and pave roads to rural communities, for example Regorogile Ext 3 and Northam.

Manufacturing Sector

The manufacturing sector includes establishments engaged in the mechanical or chemical transformation of materials or substances into new products. These establishments are usually described as plants, factories, or mills and characteristically use power driven machines and materials handling equipment. Establishments engaged in assembling component parts of manufactured products are also considered manufacturing if the new product is neither a structure nor other fixed improvement. Also included is the blending of materials, such as lubricating oils, plastics resins or liquors.

The materials processed by manufacturing establishments include products of agriculture, forestry, fishing, mining, and quarrying as well as products of other manufacturing establishments. The new product of a manufacturing establishment may be finished in the sense that it is ready for utilisation or consumption, or it may be semi-finished to become a raw material for an establishment engaged in further manufacturing.

The materials used by manufacturing establishments may be purchased directly from producers, obtained through customary trade channels, or secured without recourse to the market by transferring the product from one establishment to another which is under the same ownership. Manufacturing production is usually carried on for the wholesale market, for interplant transfer, or to order for industrial users, rather than for direct sale to the domestic consumer.

Development potential

- Development and implementation of an alternative energy strategy that embraces wind, solar and all other viable sources of alternative energy.
- Pursue the manufacturing of biodiesel from plant oils and bio-ethanol from crops.
- Enhance manufacturing links with other sectors, such as agriculture, through processing of raw materials from the agriculture sector, as well as production of essential input materials for industrial processes.

LED Policies and By-Laws

Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Agricultural Strategy	Adopted	2010	Not implemented	Evaluate for possible review
Investment and marketing strategy	Adopted	2010	Not implemented	Evaluate for possible review
SPLUMA By-law	Promulgated	2016	Due for review	Review
Building By Law	Draft		Incorporate tariffs	consultation adoption and Promulgation
Tuck Shop Policy	Draft	2016	Due for assessment and adoption	Adoption and Implementation
Out Advertising Policy	Draft	2016	Due for assessment and adoption	Adoption and Implementation
LED Strategy	Adopted	2015/16	Not implemented	Implementation
Tourism Strategy	Adopted	2011	Under review by the Tourism Board/Association	Ensure alignment with the LED Strat.
Agricultural Strategy	Adopted	2010	Not implemented	The strategy has never been reviewed after adoption

3.6.5 Economic Framework and Revised LED Strategy

This section formulates the strategic framework that will guide the LED in the Thabazimbi Local Municipality and will serve as the point of alignment with the municipal IDP and the development policies presented in section two of this report.

Strategies Identified by the LED

- Implement the LED plan
- Striking partnerships with stakeholders from Mining, Agriculture and Tourism
- Market and attract investment in the Local Municipality

- Provide support to the local economic sectors
- Marketing and branding of Thabazimbi LM economic potential
- Enhance the operation of the game farm
- Provide training and funding opportunities for SMME and co-operatives
- Establish the tourism centre
- Capacitate the local tourism associations
- Support the local tourism initiatives and activities

LED Networking and Role Player Interaction

Referring back to the definition of LED in Section 1 of this report, it is understood that LED is essentially a participatory approach between Local Government, civil society and business associations. It is also these groups that are represented on the Thabazimbi LM LED forum.

Although the LED Forum is a vital part of LED planning and implementation, the legislative mandate for overseeing this function remains with the municipality. Thabazimbi LM is thus responsible for leading LED in the area, while coordinating all other role players. Leadership in this context implies that the LED Directorate maintains quality networks through relationship building with local partners, based on shared understandings and actions. The LED Directorate must develop enabling relationships through interaction and negotiation with other role-players who can act as sources of information for the municipality and on whom Thabazimbi LM can depend on for specialised support. Apart from the LED Forum, it would also be very helpful if the municipality establishes a small management network between themselves and the leaders of local business and civic organisations.

3.7 KPA 4: FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: TO ENHANCE FINANCIAL VIABILITY AND ACCOUNTABILITY

3.7.1 LEGISLATIVE PRESCRIPTS ON MUNICIPAL FINANCIAL MANAGEMENT

The Local Government Municipal Systems Act, 2000 (Act 32 of 2000) Chapter 2, Legal Nature and Rights and Duties of Municipalities, establishes the right of municipal councils 'to fund the affairs of the municipality by charging fees for services and taxes thereon'. The Municipal Finance Management Act, 56 of 2004 aims to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith.

Furthermore, Chapter 8 of the MSA, Municipal Services, Section 75A, provides general power to the municipality to levy and recover fees, charges, and tariffs in respect of any municipal function or service provided. Chapter 8 of the same Act goes on to provide specific information as to what is required from the municipality to give effect to executing such general powers and functions.

The legal framework provides for municipal powers and functions that enable Thabazimbi to charge for services rendered, to collect money due and to levy interest on outstanding amounts. The Local Government Municipal Systems Act, sections 12 and 13, deals extensively with municipal legislative processes, particularly the passing and publishing of municipal by-laws in a provincial government gazette. The municipal by-laws are legally required to give effect to decisions taken by the municipal Council.

3.7.2 Assessment of the Financial Status/Soundness of the Municipality

Financial management and viability of a municipality is core to the development of communities in a sustainable manner by providing municipal services. The municipality is facing significant financial stress that commenced in the 2010/2011 financial year. The profitability ratio of the municipality is failing to break even on its main operations which are selling of electricity and water and other essential services. This has to a larger extent contributed to the current intervention by the MEC of Coghsta under section 139(1) b.

The liquidity and solvency position of the municipality is also hugely stressed as the financial commitments entered into by the municipality are beyond the municipal capacity to service them. The municipality will evaluate all the contracts entered into and find ways of eliminating non-essential ones. These challenges have further affected the municipality's ability to adequately provide quality service delivery to the community.

Finance charges and impairment losses are too high for Thabazimbi and the critical reasons behind this are the fact that the Municipality has a very huge creditor's book which has been long outstanding; most of these creditors are charging significant interests and penalties for their unpaid invoices. Impairment points towards an increase in doubtful debts. As the debts remain unpaid overtime their probability of recoverability becomes remote. Debt campaigns will be carried out and debt collection strategies are being implemented.

3.7.3 REVENUE MANAGEMENT AND BILLING/ SOURCES OF REVENUE**3.6.7 Financial Management review**

REVENUE ANALYSIS					
Revenue by Source	Actual 2016/17	Budget 2017/18	Dec target 2017/18	Actual Dec 2017/18	% variance
Property rates	37 191	44 014	22 007	14 170	-36%
Service charges(water, Electricity, refuse etc)	120 480	143 553	71 776	52 960	-34%
Fines	304	3 192	15 960	54	-97%
Other(specify)					
Total Revenue	239 772	284 087	142 043	132 678	-7%

EXPENDITURE ANALYSIS					
Expenditure by Vote	Actual 2016/17	Budget 2017/18	Dec target 2017/18	Actual Dec 2017/18	% variance
Employee related costs	105 101	115 883	57 941	63 636	10%
Remuneration of councilors etc.	8 338	8 194	4 097	4 188	2%
Bulk purchase	80 467	79 107	39 554	14 452	-63%
Contracted services	1 965	9 330	4 665	4 018	-14%
Other(specify)					
Total Expenditure	275 096	285 814	142 907	103 527	-28%

Budget and reporting division**3.4 Financial Analysis/Financial Viability**

Revenue Source	2017/8	2018/19	2019/20
R Thousand			
Property rates	44,014	46,523	49,128
Service charges: Water, Sanitation, Electricity	132,296	142,728	152,709
Refuse removal	11,257	11,899	12,567
Rental of facilities and equipment	1,641	1,734	1,833
Interest earned: external investments	42	44	47
Interest earned: outstanding debtors	8,876	9,382	9,916
Fines	3,192	3,374	3,566
Licensing and permits	2,987	3,158	3,338
Government grants and subsidies – operating	72,129	88,682	96,568
Government grants and subsidies – capital	33,759	35,542	37,423
Other revenue: e.g. Lottery	4,666	4,931	5,208
Gains on disposal of property, plant and equipment	-	-	-
Total Revenue	314,859	347,997	372,303

Consolidated Overview of the 2018/19 MTREF

	2017/18 Adjusted Budget	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21
Total Operating Revenue	290,611,290.15	332,365,725.88	356,926,611.76	380,586,251.42
Total Operating Expenditure	290,000,145.51	330,905,995.54	357,274,470.81	371,235,455.64
Expenditure on non-cash items (Depreciation and debt impairment)	32,597,693.24	33,936,304.22	35,270,267.16	37,169,646.50
Total Capital Expenditure	114,676,972	32,612,000.00	33,228,000.00	34,932,000.00

Total operating revenue has increased by 14% as compared to the 2017/18 adjusted budget. The total capital budget for the 2018/19 financial year amounts to R32.6 million. Operating expenditure is budgeted at R330.9 million (14% increase) and non-cash items amount to R33.9 million.

INDIGENT MANAGEMENT

Thabazimbi local Municipality is finalizing its annual updating of the Indigent register. The total number of the current Households receiving free basic electricity is 9874 Households. This number is set to soar as the informal settlements continue to rise and the Municipality provides water to all. 50 KWH continue to be offered as free basic services and 6kl of water monthly.

External funding for the Municipality comes from the National Treasury through conditional and Unconditional Grants such as the Equitable Share Allocation, Municipal Infrastructure Grant, Financial Management Grant and the Municipal Systems Improvement Grant. Thabazimbi Local Municipality is a Water Service Authority and has the license to sell electricity within its areas of jurisdiction.

Indigent Policy

- ▶ Qualifying criteria
 - ▶ Above 60 years
 - ▶ Market value below R 110 00.00 (The deemed value of an RDP house)
 - ▶ House hold combined income of below R3500.00
- ▶ Free basic service benefits
 - ▶ 6kl free water
 - ▶ 50 kWh electricity

- ▶ Free refuse removal
- ▶ Free sewerage charge
- ▶ 100% rebate for assessment rates on properties(excluding vacant land)

3.7.4 PROPERTY RATES TARIFFS

ASSESSMENT RATES

TARRIF DESCRIPTION	Approved Tariff 2017/2018		Proposed Tariff 2018/2019	REBATE
NON-PERMITTED USE				
PUBLIC BENEFIT ORGANIZATION	0.0069		0.0069	NO REBATE
PUBLIC SERVICE INFRASTRUCTURE PROPERTY			0.0069	NO REBATE
RESIDENTIAL 1	0.0069		0.0069	NO REBATE
RES 1 VACANT LAND	0.0061		0.0138	NO REBATE
BUSINESS/COMMERCIAL	0.0069		0.0138	NO REBATE
UNDEVELOPED BUISNESS			0.0138	NO REBATE
INDUSTRIAL	0.0069		0.0138	NO REBATE
UNDEVELOPED INDUSTRIAL			0.0138	NO REBATE
MINING	0.0319		0.0342	NO REBATE
GAME FARMING			0.0138	NO REBATE
STATE OWNED PROPERTIES	0.0069		0.0069	NO REBATE
PROPERTIES USED FOR MULTI PURPOSE	Per Use		Per Use	NO REBATE
AGRIC RESIDENTIAL			0.0069	NO REBATE
AGRIC VACANT LAND			0.0138	NO REBATE
AGRIC BUSINESS/INDUSTRIAL			0.0138	NO REBATE
AGRICULTURAL	0.0017		0.0017	NO REBATE
GUEST HOUSES/ LODGES			0.0138	NO REBATE
PRIVATE SCHOOLS			0.0138	NO REBATE
PRIVATE CRECHES			0.0138	NO REBATE
PUBLIC CRECHES			0.0069	NO REBATE

3.7.6 EXPENDITURE MANAGEMENT & CASHFLOW MANAGEMENT

The Municipal cash inflows are have largely remained constant for the past years mainly due to failure by the Municipality to device ways of efficiently distributing the basic services. This has led to significant distribution losses on water and electricity. The state and age of the Municipal distribution infrastructure has also contributed to the current magnitude of losses. This has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances.

The cash shortfalls in every year on the operating budget have led to acute liquidity and solvency challenges for Thabazimbi Local Municipality. This is a major cause for concern as the indication is that we will continuously be short on the budget in future as our revenue base continue to shrink especially with the recent closure of Angle American Kumba Iron Ore Mine.

3.7 FINANCIAL RECOVERY PLAN

3.7.7 STRATEGY ONE: STRENGTHEN GOVERNANCE

Focus Area	Key Activities	Work Done /Progress	Action
Strengthening Governance and public participation	<ul style="list-style-type: none"> Review, develop and update and implement a schedule of oversight meetings to expedite decision making and comply with legislative activities within required time lines Implement Council Code of Conduct Improve secretarial support to ensure management and Council resolutions are adequately formulated, timely distributed, tracked and implementation monitored 	<ul style="list-style-type: none"> Schedule of meetings was developed and approved by council. Corporate calender adopted and the MPAC annual plan The code of conduct for councilors adopted by Council Rules of order workshop were conducted for all councilors. 	Monitor implementation of the calender Develop resolution register and monitoring of implementation
	<ul style="list-style-type: none"> Train Councillors and relevant Committees on governance, financial management and oversight 	<ul style="list-style-type: none"> Coghsta and PT assisted with the training and SALGA workshops.. 	Schedule to be given by Friday, 24 February 2017.

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> Provide councilors with briefing documents aligned to policy and legislation to use in public participation processes 	<ul style="list-style-type: none"> Municipality to put together a request for training and then CoGTA, CoGHSTA and SALGA to engage. 	
	<ul style="list-style-type: none"> Review the current delegation framework to ensure appropriate delegations are cascaded within the political sphere and relevant governance committees Finalise and adopt delegation framework. Implement approved delegations. 	<ul style="list-style-type: none"> The current set of Financial delegations were reviewed in July 2016. The delegations were adopted and are being implemented. Political process to be concluded by end of March 2017. This process has still not been concluded. Process to be drafted by Treasury and CoGTA. 	All delegations will be reviewed by end Feb 2018 Develop implementation plan starting from Council to Unit Heads
	Establishment of effective ward committees where non existence Strengthen existing ward committees	<ul style="list-style-type: none"> 10 of the 12 were successfully established 2 to be established 	CoGHSTA will immediately resolve the lodging of the remaining two.

Focus Area	Key Activities	Work Done /Progress	Action
Strengthening Governance and public participation	<ul style="list-style-type: none"> Filling in of vacant position of Audit Committee members. Management responses and implementation progress for internal audit findings discussed in Audit Steering committee meetings. Develop a meetings schedule for the entire audit period. Ensure functional risk audit committee in place including appointment of chairperson. 	<ul style="list-style-type: none"> Audit committee appointed in January 2018 Action Plan developed and will be a standing item on all management committee meetings Appointment of the Chairpersons for Audit and Risk committee was done in Jan 2018 	<ul style="list-style-type: none"> Monitor the Post Audit Adopt Audit Action plan Adopt Risk Management Strategy and Plan Resuscitate Risk committee Regular scheduling of meeting Adopt supporting policies such as Fraud Prevention Policy
	<ul style="list-style-type: none"> Finalise a public participation and communication (internal and external), framework and strategy. 	<ul style="list-style-type: none"> Completed the public participation strategy 	<ul style="list-style-type: none"> Draft Public Participation policy developed and will be

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> Develop customer care strategy. Adoption of strategy. 	<ul style="list-style-type: none"> Communication policy tabled and approved. 	submitted to council in March 2018
	<ul style="list-style-type: none"> Update policy and processes to prevent and address unauthorized, irregular, fruitless and wasteful expenditure Identify and investigate unauthorized, irregular, fruitless and wasteful expenditure Council respond and conclude appropriately in accordance with legislation 	<ul style="list-style-type: none"> A forensic investigation is on-going. Awaiting SIU investigation report MPAC still has not conducted its investigation into currents matters. Unauthorized, irregular, fruitless and wasteful expenditure is not being mitigated at present. 	<ul style="list-style-type: none"> Refer the matter to the audit unit and committee to review the action plan
	<ul style="list-style-type: none"> Adoption of the Financial Recovery Plan by Council The Financial Recovery Plan and progress status on implementation must be a standard item on the Mayoral Committee and Council Meetings Agendas and Management meetings Monitoring of progress 	FRP adopted in June 2016. Given in December and January, at least quarterly.	Make FRP a standing item on council and management committee agenda

3.7.8 STRATEGY TWO: ORGANISATIONAL RESTRUCTURING

Focus Area	Key Activities	Work Done /Progress	Action
Organizational Structure	<ul style="list-style-type: none"> Review organisational structure, align to municipal strategy and IDP and implement it Skills audit and competency assessment for future migration Set up updated staff establishment Development of placement and migration plan into new structure for all employees 	<ul style="list-style-type: none"> In progress, the review of the Organogram commenced, and is tabled at LLF and subsequently council on the 30 May 2018. Order implemented Finalization of Job Description and Job Task Evaluation by SALGA by end May 2018 	<ul style="list-style-type: none"> Update skills audit by May 2018
	<ul style="list-style-type: none"> Filling of critical vacant budgeted positions including MM and CFO 	<ul style="list-style-type: none"> Budget Manager appointed MM , CFO, Manager Planning, Corporate Manager Appointed. Manger Community and Technical Services awaiting competency assessment. 	<ul style="list-style-type: none"> Reprioritize critical positions May 2018 to be budgeted for 2018/19 financial year

3.7.9 STRATEGY THREE: HUMAN RESOURCE MANAGEMENT

Focus Area	Key Activities	Work Done /Progress	Action
Organizational Structure	Placement of Staff. <ul style="list-style-type: none"> Study the legal opinion and determine the risk involved and advice Council accordingly Analyse the impact of the IMATU award, report and advise Council Address SAMWU grievance and bring it to its logical conclusion and report to Council Develop policy to address HR anomalies related to placement of staff into the structure Consultation with stakeholders Approval of policy and implementation 	Implementation of the IMATU award	Regular LLF meeting
	<ul style="list-style-type: none"> Validating the number of employees in TLM Undertake audit of employees to ascertain whether there are “ghost “employees Check employees back to organogram Verify employee to payment schedules and bank accounts Conduct regular head counts 	All Done Quarterly Sample of Employees verified by the external auditors Internal	Audit will do physical verification by March 2018
Staff Discipline	<ul style="list-style-type: none"> Train staff on the disciplinary code Train line managers as initiators and presiding officers over disciplinary cases. Follow internal disciplinary process in terms of legislation. Implement the Disciplinary Code in line with applicable legislation. 	Manager Corporate underwent training	Training to commence by March 2018
Training and Development	<ul style="list-style-type: none"> Undertake institutional skills and competency audit. Determine skills and competency gaps Develop training and workplace skills and competency plan. 	Skills Audit not yet done In progress FMG is ring fenced mainly to capacitate the officials of the Municipality.	HRD strategy needs to be put in place through corporate.

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> Ring-fence all allocated skills and capacity building grants for training purpose and implement 		
Functionality of LFF	<ul style="list-style-type: none"> Action the established LLF. Implement scheduled dates. 	Approved schedule in place and Sub committees have been established.	Regular meetings
HR Policies and Procedure Manual	<ul style="list-style-type: none"> Audit, Review and Develop HR policies and procedure manual Adopt Approved HR Policies and Procedure manual. Implement Approved HR Policies and Processes. Training of staff on policies and procedures, code of conduct, collective agreement and disciplinary process Instances of non-compliance with legislation, policies and procedures must be investigated and disciplinary actions taken and or finalised 	<ul style="list-style-type: none"> Draft policies have been prepared and await council approval and implementation. 1 Policy Approved 19 Drafts to be taken to LLF (Jan 2018) 	<ul style="list-style-type: none"> HR Policies to be adopted by March 2018
Performance Management	<ul style="list-style-type: none"> Review and finalise the draft performance management policy and framework Cascade individual PMS to all levels in a phased-in approach as follows: Develop and implement standard operating procedures Train staff to implement Performance Management Implement performance management Recruitment process to include performance management for all levels Introduce measures to address poor performance including disciplinary action 	<ul style="list-style-type: none"> A draft performance Management system policy was developed No framework for PMS and currently nothing in place. No training 	CoGTA to assist with the framework.
Fleet Management	<ul style="list-style-type: none"> Review and develop fleet management policy. Approved policy and fleet management procedure manual Implementation of policy Identify option to address fleet and funding 	<ul style="list-style-type: none"> Policy in place but currently only 5 vehicles. 	<ul style="list-style-type: none"> Policy to be reviewed by April 2018

Focus Area	Key Activities	Work Done /Progress	Action
Maintenance of litigation register	<ul style="list-style-type: none"> Audit and update the litigation register to contain the legal cost per case Develop a litigation strategy Assess the prospect of success for each case Overall Management of Litigation Register Written Legal opinion to be in writing on assessment of each case 	<ul style="list-style-type: none"> A litigation register is in place,. 	<ul style="list-style-type: none"> Maintenance of litigation register by May 2018 Litigations to be a standing item in council.
Contract management	<ul style="list-style-type: none"> Audit of all contract Issue intention to terminate existing without source document Ensure compliance with SCM policies and procedures including on contract management Project managers to ensure deliverable in accordance to contract and report 	Progress in updated the contract register	Contract management issues as a standing item on Council Agenda
Leave and Absenteeism	<ul style="list-style-type: none"> Review leave policy and include absenteeism, develop procedural manual Place attendance registers at appropriate places and strictly monitor their use Audit, investigate, verify, update and capture accurate leave records on the PAYDAY module for all categories of leave Implement disciplinary action for abuse of leave and absenteeism. Apply unpaid leave days when leave has not been authorised in accordance with the policy Ensure that all leave applied for is recorded in a leave register Train HR staff on policy and procedures Excessive leave not taken by due date to be forfeited in terms of legislation 	<ul style="list-style-type: none"> Draft Policy available and will go to LLF Attendance registers are in place, however there is need to improve on monitoring of this control. Leave Register in place 	A project request has been made from Corporate Services for the ESS system from Payday to address the leave not being capture
Change management	<ul style="list-style-type: none"> Conduct advocacy programme on change management 	<ul style="list-style-type: none"> Management to develop a new change management plan Strategic Plan held 	Cascade change management programmes to lower

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> Review the survey and outcome, make recommendations and implement 	<ul style="list-style-type: none"> Motivational Talks at start plan Team building at Strategic planning 	reporting levels by 2018/19
Policy, Procedure and bylaws legislative compliance	<ul style="list-style-type: none"> Review, finalise all policies, procedures and by-laws Develop compliance check list of all policies, procedures and bylaws, implement and monitor Provide training of managers and employees on policies, procedures and by-laws Adoption of budget and finance related policies including bylaws Adoption of all other revised policies 	<p>By-Laws developed and submitted to province for validation</p> <p>Draft Policies developed and have to go to LLF and Council</p> <p>Budget for 2018/19 and policies were adopted by council on 30 May 2018.</p>	Promulgation of By-laws by 30 June 2018
Compliance with Municipal Regulations on Minimum Competency Levels Regulations, and Gazette No. 29967 of 15 June 2007 and related circulars	<ul style="list-style-type: none"> The status on compliance with Municipal Regulations on Minimum Competency Levels Regulations undertaken The outcome presented to Council Council should follow the appropriate processes to enforce the implementation of the Minimum Competency Regulations Processes relating to the regulations should be read and implemented in line with the labour relations legal framework Enforcement of the implementation of the Minimum Competency Regulations 	<p>All Sec 56 Managers appointed based on the minimum competency requirements and the guidelines</p> <p>All other appointments made under BTO are based on the Minimum competency requirements</p> <p>The following employees are undergoing MFMP course</p> <ol style="list-style-type: none"> 1. JJ Van der Merwe; 2. 5 interns 	Implement CPMD and ensure staff that did not complete do complete Those who drop out should payback
Employee Cost	<ul style="list-style-type: none"> Review and finalise policies on overtime, standby, acting and travel and subsistence allowances Approval of policy by Council and implement policies and monitor compliance Implement disciplinary action for non-compliance 	<ul style="list-style-type: none"> Policies developed and awaiting council approval Draft policy available and to be served before LLF 	Council approve policies by May 2018
Record management	<ul style="list-style-type: none"> Develop policy on record management and procedure manual Centralised record management Workshop staff on policy and procedure manual Implementation of record management 	<ul style="list-style-type: none"> Centralization not done yet Draft policy has been sent out for comment. Fast track with the top 10 policies. 	Prioritise Record Management by April 2018

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> All documents to be properly stored/ safeguarded in appropriate facilities for audit and other purposes. 	<ul style="list-style-type: none"> MM requested CoGTA to do an assessment and assist with the records management. This has not been done to date. There is need to improve the Records Management System in place. 	
ICT	<ul style="list-style-type: none"> Implement ICT policy, framework and strategy Operationalise ICT Steering Committee including attendance by managers Ensure alignment of ICT strategy with institutional objectives. 	<ul style="list-style-type: none"> The framework is in place and currently being implemented. mSCOA has been adopted by council. mSCOA training started . 4 policies are being reviewed. Committee in November 2016. The IT contract of Big Time ends on the 30 November 2017 and will not be renewed. 	IT tender process commence as soon as possible.

3.7.10 STRATEGY FOUR: RESTRUCTURING THE BUDGET

Focus Area	Key Activities	Work Done /Progress	Action
Restructuring of the budget to address deficiencies and restore financial sustainability of the municipality.	Undertake a detailed line item budget analysis and compare to actual figures for 13/14, 14/15 and 15/16 financial years and identify possible inefficiencies. Budget not cash backed	<ul style="list-style-type: none"> Activities achieved and the budget was approved on the 31st of May 2016. Financial recovery plan adopted However, some of the inefficiencies were not corrected based on the comments given by PT. Adjustment budgets done 	<ul style="list-style-type: none"> Draft adjustments budget to be given to Treasury for review today Implement credit control strategy
Compilation of a credible and funded MTREF budget for 2018/19.	<ul style="list-style-type: none"> Compile 2018/19 budget in line with reviewed targets for realistically anticipated revenue and expenditure trends Adjust personnel budget to reflect actual posts, including the new critical positions Austerity and cost cutting measures to be reflected in the 2018/19 budget. Review all tariffs and charges and budgeted related policies. Develop the Draft MTREF Budget for review and consultation. 	<p>Budget compiled and presented to Provincial Treasury, National Treasury and Approved by Council on the 31st of May 2016.</p> <p>Personnel Budget prepared and awaiting the finalization and approval of the Organogram (Should there be changes).</p> <p>Tariffs were reviewed and Nersa approval sought on electricity.</p>	<ul style="list-style-type: none"> Work on cost reflective tariff Tariff for other uses like council facilities(halls) Charging unlawful users the correct tariff(res/business)
Review 2017/18 and compilation of 2018/18 IDP.	<ul style="list-style-type: none"> Review all services to establish which services are to be continued, curtailed and restructured. Review all agency related services and discussions with Provincial Government to ensure that all agency related services are rendered with funded mandate and adequate written agreements/contracts in place. This must be reviewed annually. 	<p>On-going, the Fire fighting function is currently costly and awaiting transfer to WDM.</p> <p>Agency related function was assessed and the municipality will continue with improved internal control systems.ie Cashiers.</p> <p>Signed settlement and quota agreement with Magalies water boards and Eskom.</p>	<p>Draft IDP Review to council by 31st March 2018</p> <p>Adoption of the 5 year IDP by May 2018</p>

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> Review all water services provision arrangements and discussions with Water Service Provider to ensure adequate written agreements/contracts, addressing funding matters and this should be reviewed annually. Review SLA with ESKOM ensure adequate written agreements/contracts, addressing funding matters and this should be reviewed annually. 	<p>To finalize the agreement with Imberbe Pty Ltd.</p> <p>Registration of boreholes to be done during the year, However metering will be done in subsequent years.</p>	
Manage Financial Commitments and Cash-flow. Unspent grants are also adequately safeguarded.	<p>Establish the current cash flow position by reconciling the bank account and taking consideration of creditors and liabilities and unspent conditional grants.</p>	<ul style="list-style-type: none"> Recons not done regularly Debtor recons up to date until end Nov Consumer deposits up to date til end Nov Creditors (magalies and eskom) up to date Others not uptodate 2018/19 recons not up to date Done and to be utilized during budget adjustment. Bank reconciliations will be done daily by the budget section. 	<ul style="list-style-type: none"> Mumsoft to conduct the training on the bank recons 31 Jan 2018 Advertise to call consumers to update their payment profiles by end of Jan 2018 Advertise for creditors to approach the municipality to discuss all outstanding payments by end Jan 2018 (locally, provincial and nationally) Bank recons : 1st Feb 2018 Continue to do Creditors/Debtor monthly Develop a strategy to address /service creditors by April 2018
<p>Manage Financial Commitments and Cash-flow.</p> <p>Unspent grants are also adequately safeguarded.</p>	<ul style="list-style-type: none"> Compile a cash-flow projection in support of the 2018/19 MTREF budget, showing monthly projections Implementation of a credible cash flow projection for the 2018/19 MTREF budget including through adjustment budget. 	<ul style="list-style-type: none"> Cash flow project available Projections will be completed with the Adjustments budget. The cash flow projections for the 2017/18 financial year still needs to be compiled. 	<p>Cash flow projections for 17/18 to be done by 27th Jan 2018 during budget adjustment</p>

Focus Area	Key Activities	Work Done /Progress	Action
Manage Financial Commitments and Cash-flow. Unspent grants are also adequately safeguarded	<ul style="list-style-type: none"> Management of the cash-flow on a daily basis with weekly reporting to the Municipal Manager, MM and management meetings Implementation of cost containment measures. 	<p>In progress, done daily and forwarded to the AO.</p> <p>Cost containment measures were drafted and presented to management and councilors.</p> <p>TMC gets a report of what has been p.</p> <p>Cash flow reporting not done</p> <p>Don't have policy on cost containment policy</p>	<p>Present cash flow report to the AO weekly starting from March 2018</p> <p>Cost containment measures to be presented to the start plan Jan 2018</p> <p>Amend/Adjust policies to address the cost containment issues (measures)</p> <p>All budget and other policies to be reviewed by 31st May 2018 to address cost containment measures</p>
Manage Financial Commitments and Cash-flow. Unspent grants are also adequately safeguarded	Engage with creditors and finalise realistic payment arrangements and manage payments in accordance with revised agreements.	<p>A formal meeting was held on the 14th of November 2016 and creditors continue to be engaged on various levels.</p> <p>Despite creditors being engaged litigations are still streaming in which is very time consuming.</p>	Invite both creditors and Debtors for data cleansing
	Continue to investigate contingent liabilities and a meeting with claimants to be held where legal action can be suspended to resolve claims amicably.	Review of the latest Litigations register is being done weekly capturing latest progress on cases.	Ditto

3.7.11 STRATEGY SIX: FINANCIAL SUSTAINABILITY, ADMINISTRATION AND CONTROLS

Focus Area	Key Activities	Work Done /Progress	Action
Improved Financial Sustainability	<p>Implementation of:</p> <ul style="list-style-type: none"> Revenue Management (including data cleansing, tariff modeling, Standard operating procedures, Policies / By-laws, Credit Control, Debt Collection & Indigent Management) Expenditure Management (including SCM, value for money, cost containment, efficiency and effectiveness) 	<p>By – laws are not yet promulgated. The SCM unit is understaffed and lacks capacity. Divisional Head for SCM was appointed in June 2017. In year reporting quality is very poor and needs rigorous reviews. The 2017/18 Budget and IDP were approved 29 May 2017 Data cleansing happening through the valuation roll. Municipal Valuer appointed on 6th December 2017 In year reporting uptodate IDP adopted Behind with AFS</p>	<p>Develop Credit and Debt Collection Policy Promulgated by 31 Property rates by law promulgated by 31 Urgent intervention at high level to engage cogsta to finalise the promulgation of by-laws by Jan 201 Submit 2016/17 by March 2018 Receiving Draft Valuation roll by end Jan 2018</p>
Implementation of Revenue Enhancement initiatives including Strategy.	Compile and implement a revenue enhancement initiatives including strategy to increase and maximise revenue	<ul style="list-style-type: none"> In progress, with the assistance of Bigen Africa Consultants. Replacement of water meters both bulk and residential including zonal meters Installation 6000 of pre-paid and post paid electricity smart meter, (progress 3090 prepaid installed, and postpaid 527)Valuation roll process commenced in December Advertised for private land developers Valuation Roll commenced 	<ul style="list-style-type: none"> Charging of business at the landfill site(access control) Receive report from begin Africa on progress Review tariffs Penalties on delayed development (purchased stands) Land use control and force illegal users to pay correct tariffs Land use regularization process

Focus Area	Key Activities	Work Done /Progress	Action
Aspect of debtors management and revenue enhancement to include:	<ul style="list-style-type: none"> • Target the top 100 debtors in value terms to collect amounts outstanding within the first month of commencement. • Training of Employees on full utilisation of Munsoft & Debt Collection & Standard Operating Procedures (SOP's) • Resolve outstanding queries, update billing records and implement credit control and debt collection policy. • Full data cleansing of the customer data. • Acquisition and installation of water meters. Implement Meter replacement programmes. 	<p>Top 100 debtors were selected for credit control and this is an ongoing exercise. mSCOA training was attended however it was only basic training and not all officials were trained.</p> <p>Mines assisted to procure meters</p>	<p>Report from Begin on collection from the top 100 identified debtors by end Jan 2018</p>
Tariff management	<ul style="list-style-type: none"> • Analyse the costs involved in delivering services and recalculate all tariffs to reflect the costs for the new financial year as part of the budgeting process • Perform an analysis on the property rates charged and determine the applicable rates for the new financial year • Investigate option of charging a flat rate to unmetered areas • Assess the feasibility of phasing-in the accurate tariffs taking into consideration affordability • Approved tariffs implemented 	<p>Done and approved by council on the 29th of May 2017.</p> <p>There is however need to continue to evaluate the tariffs yearly.</p> <p>Nersa assisted to develop cost reflective tariffs</p> <p>Engage Magalies and water and sanitation to review the tariff (step tariff)</p>	<p>Develop a tariff on reselling of bulk electricity</p> <p>Engage experts to review the water tariff to be cost reflective by August 2018</p>

Focus Area	Key Activities	Work Done /Progress	Action
	<ul style="list-style-type: none"> Analyse the costs involved in delivering services and recalculate all tariffs to reflect the costs for the new financial year as part of the budgeting process 		
Financial Management Capability Maturity Model (FMCMM).	<ul style="list-style-type: none"> Development of action plan using the FMCMM template to address outcomes of the assessment. Implementation of the action plan. 	<ul style="list-style-type: none"> Draft available In progress, the FMCMM results were incorporated in the Annual Municipal SDBIP. 	Will be submitted on 30 Jan 2018
Ensure that appropriate financial controls are developed	<ul style="list-style-type: none"> Basic accounting processes to be improved and applied to ensure that accurate financial information is provided timeously. Accounting records to reflect accurate state of municipality's finances. Monthly reconciliations for all control accounts to be done timeously. 	Drafting of SOPs is in progress in all divisions.	SOP implementation by April 2018

Focus Area	Key Activities	Work Done /Progress	Action
Ensure that appropriate financial controls are developed that take into account the need for financial discipline which are enforced	<ul style="list-style-type: none"> • Goods and services to be procured according to TLM's Supply Chain Management policies. All supporting documentation to be in place before goods and services are procured. • Ensure effective Demand Management • Strengthen the functionality of the SCM Unit. • Determine whether budget and cash flow is available before Specifications Committee Meetings. 	The Div Head SCM was appointed in June 2017. SCM committees were appointed and are functional, however they lack adequate experience and Training.	Training of committees
	<ul style="list-style-type: none"> • All Supply Chain Management processes to be centralised and undertaken by the SCM Unit, operating under the direct supervision of the CFO • The SCM Unit must be properly structured, capacitated, trained and operational 	Done and all the procurement plans consolidated in SCM unit. CSD Training and MFIP programmes registered for SCM officials.	To request National Treasury to assist with training of SCM committees and officials by June 2018
Auditor General's Findings	<ul style="list-style-type: none"> • Constant review/update of the implementation of Audit Action Plan to address recurring and outstanding findings. • Present progress report relating to the implementation of audit action plan to the Audit Committee and the Committee responds to Council on addressing audit findings. 	<ul style="list-style-type: none"> • Audit Action Plan approved • Audit Committee appointed • The 2015/16 AFS have not yet been presented for audit purposes and will be presented for audit together with the 2016/17 AFS. 	Same as above

Focus Area	Key Activities	Work Done /Progress	Action
MSCOA compliance	<ul style="list-style-type: none"> Nominate MSCOA Champion SCOA project plan implemented Progress report presented monthly at management meeting and council meetings MSCOA compliant according to the regulations by 1 July 2017 	<ul style="list-style-type: none"> The ACFO is the nominated MSCOA champion. There is a SCOA project plan Have mScoa audit file The committees are set and met twice. Reporting not uploaded on the portal (creditors and investment for past six months not uploaded) 	<ul style="list-style-type: none"> Provincial treasury will asst the responsible manager to upload outstanding information on the mScoa portal
GRAP compliant fixed asset register.	<ul style="list-style-type: none"> Develop and implement a GRAP compliant fixed register Appointment. 	<ul style="list-style-type: none"> FAR was reviewed internally, however the Municipality struggles with Engineering aspects of the Valuations. Biological Assets have been valued and methodology report is still in progress. No SCM documentation for infrastructure assets. Movable assets were damaged in transit. Municipality submitted a request for assistance which is not forthcoming due to financial constraints 	<ul style="list-style-type: none"> Province looking at sourcing funds to asit MM to source funds from other partners to audit assets

3.7.12 STRATEGY SEVEN: INFRASTRUCTURE AND SERVICE DELIVERY

Focus Area: Basic Services and Infrastructure Development		
Key Activities	Work Done /Progress	Action
Installation of Chlorination Systems in Rooiberg, Leeupoort, Dwaalboom and Skierlik	<ul style="list-style-type: none"> Thabazimbi will be receiving grant funding Leeupoort chloridation system installed Funding approved from DWS as part of WSIG programme Water board will assist with this once monthly payments in terms of the payment arrangement is made regularly. 	<ul style="list-style-type: none"> Other chloridation will be installed during fund granting of 18/19 Business plan already with the department A further bilateral between the department and CFO(Management) to be held to explore immediate interventions
Implement the Water Conservation and Water Demand Management Plan	Plan available but outdated	Need to update the plan by Aug 2018
Upgrade the water network (phase 3) in Thabazimbi and Northam	<ul style="list-style-type: none"> Agreement to fund northern landfill site Awaiting project approval from Sishen Iron Ore Company Community Development Trust (sioc-cdt) 	<ul style="list-style-type: none"> Need to source funding for the network Engage further with the mines to include the project as part of the SLPs
Identify and Quantify un-authorized connections, develop and implement strategies	<p>2 309 water meters were identified</p> <p>Some of the unauthorised connections were addressed during the Revenue Enhancement Campaigns</p> <p>3 025 electrical meters were identified</p>	Monitor the project and submit regular reports to council
Thabazimbi Upgrading of the WWTW: 3.5MI/d to 6.5MI/d	<p>Upgrading of the plant - is at 98 %</p> <p>Spare will be 1.5 megaliteres per day</p> <p>Rehabilitation of the existing works – 100%</p>	<p>Snag list</p> <p>Roads</p> <p>Commissioned both rehabilitated and upgraded</p>
Northam Construction of a new 5ML/d WWTW	<ul style="list-style-type: none"> Feasibility study started by Anglo to be finished by mid Jan 2018 A letter of official site hand over was given to Anglo American Limited on the 18th of July 2016 to resuscitate and execute the construction phases until completion. 	<ul style="list-style-type: none"> Actual construction starting in Feb 2018 they will construct and operate for 2 years Need to develop an SLA regarding the matter(legal)

Focus Area: Basic Services and Infrastructure Development		
Key Activities	Work Done /Progress	Action
Roll-out 3 025 smart meters	<ul style="list-style-type: none"> The smart metering project was launched and the meter audit was finalised. Meter installation will be finalised before March 2017. 	<ul style="list-style-type: none"> Reported
Negotiate with Eskom to address the cost of NMD reduction	<ul style="list-style-type: none"> Re-application was done with Ref no: 179 673 654 and we are awaiting quotation For rooiberg quotation expired 	<ul style="list-style-type: none"> Application resubmitted and awaiting response
To negotiate with WDM to assist with maintenance of the landfill sites until TLM is in a position to manage the landfill sites	Letter written to the WDM and response received.	To negotiate with WDM to assist with maintenance of the landfill sites until TLM is in a position to manage the landfill sites
Recycling	Recycling Proposal submitted to Mining Houses for considerations, still awaiting responses.	Recycling
Regular cleaning campaign, education and awareness	Capacity provided to the Municipality through EPWP and DEA Youth Jobs in Waste Programme that encompasses education and awareness campaigns.	Waste Management
Apply for Funding to external stakeholders for upgrading of sport facilities	Proposal for the upgrading of Sport Facilities submitted to the Limpopo Department of Sports, Arts and Culture	Apply for Funding to external stakeholders for upgrading of sport facilities

FINANCIAL POLICIES STRATEGIES AND SYSTEMS IN PLACE

Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
VIREMENT Policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Assets Management Policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Supply Chain Management Policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Inventory Management Policy	Draft	No applicable	The policy still needs to be submitted to council for adoption.	The policy need to submitted for adoption together with all other budget related policies.
Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Tariff Policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Tariff Book	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Property rate policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Property Rates By-Law	Draft	Not applicable	The by-law still needs to go through Public Participation .	The By-Law needs to be endorsed by Councils that they can be promulgated and gazetted.
Credit Control and Debt Collection By-Law	Draft	Not applicable.	The by-law still needs to go through Public Participation .	The By-Law needs to be endorsed by Councils that they can be promulgated and gazette.

Credit Control and Debt collection policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Indigent Policy	Completed	2016/17	Adopted by Council and needs to be reviewed	The policy to be reviewed
Cash Management and Investment Policy				
Municipal Borrowing Policy				
Funding and Reserves Policy				

TARIFF BOOK PROPERTY RATES

- ▶ In line with Section 17(1)(h) of the Local Government: Municipal Property Rates Act, No. 6 of 2004, on the first R15 000 of the market value of a property assigned in the valuation roll or supplementary valuation roll of a municipality to a category determined by the Council.
- ▶ In terms of Sections 2, 7, 8 and 14 of the Local Government: Municipal Property Rates Act 6 of 2004 ("the Act"), read with Sections 4(1)(c)(ii) and 11(3)(i) and 75A of the Local Government: Municipal Systems Act 32 of 2000, as amended,
- ▶ The following rates (cent in the Rand amount) are proposed for the financial year 1 July 2018 to 30 June 2019, on the market value of property or on the market value of a right in property within the area of jurisdiction of the Council as appearing in the valuation roll, in respect of the various categories of properties set out below:

TARIFF POLICY

- ▶ A tariff policy must be complied, adopted and implemented in terms of sec 74 of the Municipal Systems Act, such policy to cover, among other things the levying of fees for municipal service provided by the municipality itself.

- ▶ In setting its annual tariffs the council shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development.
- ▶ Thabazimbi Local Municipality will only open one account for the owner of the property which will include rates, taxes and service charges. It is the duty of the owner to recover all outstanding debts from the tenants for all leased properties.
- ▶ Please note that the amount disclosed on the Tariff Book are VAT exclusive.
- ▶ A tariff policy may differentiate between different categories of users, debtors, service, service standard, geographical areas and other matters as long as the differentiation does not amount to unfair discrimination. Major services rendered by the municipality:
 - ▶ Electricity (50 kWh for indigent, stepped tariff and IBT tariffs applicable to less than 30 Amp) (Nersa guideline 6.84%)
 - ▶ Water (6kl free for indigent and stepped tariffs) (Magalies approved increase of 11.2% + 1% mark-up =12.2%)
 - ▶ Refuse (free for indigent) (CPI 5.3 % + 2% mark-up)
 - ▶ Sewerage (free for indigent) (CPI 5.3 % + 2% mark-up)

All sundry tariffs over which the municipality has full control, and which are not directly related to the cost of a particular service, shall annually be adjusted at least in line with the prevailing CPI

RATES POLICY

- ▶ The legislative requirement pertaining to the drafting of a rate policy are contain in sec 3 of the MPRA.
- ▶ Sec 229 of the Constitution gives the municipality power to levy rates.
- ▶ Implementation of the new General Valuation Roll.
- ▶ Properties used for multiple purpose (Sec 9 of the MPRA)
- ▶ Differential rates:
 - ▶ Use of the property
 - ▶ Permitted use of the property, or
 - ▶ Geographical area in which the property is situated,
- ▶ Categories of rateable properties
- ▶ Reduction of R 15 000 (across the board excluding indigents)
- ▶ Rebate
 - ▶ 100 % indigent
 - ▶ 90% agricultural
 - ▶ 40% residential

CREDIT CONTROL AND DEBTS COLLECTION POLCY

- ▶ As from 1/7/2018 the municipality will only enter into Rendering of Services agreements with owners of properties with regard to rates and services to be rendered at a property. The owner of the property will have to pay the relevant deposit as described in the Principles and Policy on Tariffs of the Thabazimbi Municipality which deposit will be held as security for services rendered by the municipality until the property is sold.

- ▶ Billing of accounts will be done on the 22nd of each month. Settlement or due date for payment is the 7th of each month in respect of services accounts and rates accounts with an extension noted on each account.
- ▶ Accounts of Councilors and employees may be deducted from their salaries/allowances on a monthly basis; alternatively; they may sign a debit order for deduction of the monthly account off their bank account.
- ▶ Penalties will be levied on cheque referred to drawer(RD), stale cheques , postdated cheques ,incorrectly completed cheques as well as dishonored debit orders and EFTs
- ▶ The Municipality shall open only one account per property for the rates, fixed levies and service charges.
- ▶ The municipality may, to encourage payment, and to reward good payers consider from time to time incentives for the payment of accounts.
- ▶ The incentives will be classified under:
 - ▶ Incentive for those consumers who always pay their account in full and on time
 - ▶ Incentive for account settlement
 - ▶ Incentive for interest write off in a case where a consumer is settling his/her account

CREDIT CONTROL AND DEBTS COLLECTION BY-LAW

- ▶ (1)Subject to subsection (2) and notwithstanding any other provision in this by-law, an owner of premises shall be liable for the payment of any amount that is due and payable to the municipality by a customer for the preceding years, if the municipality, after having taken reasonable steps to recover from a customer any amount due and payable by the customer could not do so, the municipality will sell the property to recover the amount due.
- ▶ (2) The municipality will charge annual penalties on the land that is not developed (vacant Land) within two (2) years from the date of registration of new ownership. The penalties will be calculated using the ruling Consumer Price Index Rate at the beginning of the Municipal Financial Year i.e 5.3% x property value(as per the current valuation roll).The annual penalty is over and above the normal monthly charges on assessment rates and taxes.
- ▶ (3) The municipality is the license holder for water provision in Thabazimbi, any customer who wishes to have a borehole must apply at the municipal officer, failure to do so the municipality will penalize the customer.
- ▶ (4)If, at the commencement of these by-laws or at any other time, municipal services are rendered and received by any person at the premises, and if no written agreement exists in respect of those services, the owner of the premises shall be deemed to have agreed to the provisions of subsection (1) until the customer enters into an agreement with the municipality in terms of section 2 and the application form for the services is signed by the owner.

PROPERTY RATES BY-LAW

- ▶ Sec 6 of the MPRA compels the municipality to develop and adopt the by-law to give effect to the rates policy.
- ▶ The By-Law differentiates between:
 - ▶ Different categories of properties
 - ▶ Different category owners of properties liable for payment of rates.

Measures put in place to ensure the Municipality improves its current Audit Standing are as below:

- Foster training to Budget and Treasury Officials to ensure compliance with minimum competency levels.
- Workshops to ensure employees are continuously capacitated.
- Recruiting personnel with the desired skill and experience.
- Ensure audit responsibility is shared by all within the institution through monitoring of the Audit Action Plan.
- Establish an Internal Audit Steering Committee Chaired by the Accounting Officer.
- An assessment of the effective use of consultants

Committees in Supply Chain Management

1. **BSC** – Bid Specification Committee
2. **BAC**- Bid adjudication Committee
3. **BEC**- Bid Evaluation Committee

3.7.5 ASSET AND CAPITAL EXPENDITURE MANAGEMENT

Legislative Prescripts

The Municipal Finance Management Act, Act 56 of 2003 (MFMA), has also been introduced to extend the improvement to local government level. Sections of the Act relevant to asset management became effective on 1 July 2004.

Good asset management is critical in any business environment and more so in the public sector, particularly as some of the significant assets are infrastructure assets with long life spans and enormous capital outlay that are vital to providing a foundation for economic activity.

There are two main systems of recording income and expenditure being used in the public sector in the world today. One system is the cash based system that has historically been used by most governments for accounting in the past, and the accrual based system, which Thabazimbi has adopted.

There has been a steady move towards the use of an accrual system in recent years in the public sector at large. Thabazimbi Local Municipality has adopted the accruals approach and this is well documented in the Asset Management Policy of the Municipality adopted by council.

An accrual based system, the focus can extend further on whether to retain and upgrade existing assets as opposed to only the purchase of new assets by providing information for continued measurement of actual cost against benefits derived. Decision-makers are thus able to focus on the broader range of options available in managing assets.

Measurement of assets

Financial accounting is not an end in itself, and the managers of assets will require other information to measure some aspects of asset performance such as

functionality and utilisation. There is a close correlation between financial management and other measures associated with asset performance and managers need to have a good understanding of the fundamental financial management and accounting concepts that apply.

Financial management and accounting conventions adopted by Thabazimbi Local Municipality provide a disciplined and consistent framework for recording and reporting.

Legislative Base for Asset Management in MFMA

Section 38 places the responsibility on the accounting officer for financial and risk management of the entity as well as the effective and efficient use of the resources thereof. The section further specifically tasks the accounting officer with the management, including the safeguarding and maintenance, of assets, and the management of liabilities. Similar use of resources and safeguarding and maintenance requirements are set in Section 62 (1) (a) and 63 (1) (a) of the MFMA effective 1 July 2004.

Section 40 of the Act requires that the accounting officer keep full and proper records of the financial affairs of the entity and places the responsibility for producing annual financial statements, that will fairly reflect the financial position of the entity as well as its financial performance, on the accounting officer. Section 65 (1) and (2) (a) to (i) of the MFMA set similar standards for accounting effective 1 July 2004 while the production of full financial statements will be phased in over future periods.

From the above Thabazimbi Local Municipality adopted a policy that ensures that proper management of and accounting for assets have been set as an important responsibility of the accounting officer. To give effect to this it is necessary to firstly identify all assets under the control of an entity through reference to original documentation and physical counts and secondly to create a system that will ensure continued monitoring of these assets as well as accounting for additional assets procured on an ongoing basis.

It is very important to note therefore, that the need to have effective Asset Management and to compile a complete Asset Register is not as a result of a change to “Accrual Accounting” but as a result of legislation enacted as far back as 1999, and based on good financial management practices. It must be understood that there is no interdependence between the need for keeping asset registers and good asset management practices and the change in accounting basis if and when required.

Thabazimbi Asset Capitalization Threshold

All assets costing **less** than R5 000 are classified as ‘minor assets’. These assets are recorded in the asset register, but will be fully depreciated / written-off in the year of acquisition and not over its useful life, as is the case with assets costing R5 000 and more. It is required that all assets are classified and recorded, both minor and major assets. The assets costing **less** than R5 000 will be included under “Current Expenditure” on the Income Statement and Appropriation Statement.

The recording threshold has been based on cost-benefit considerations in terms of accountability and the management of assets. It may become necessary in future years to revise this amount or to have different thresholds depending on the prevailing market.

Depreciation Method

The straight-line method of depreciation is the method selected and approved by the Municipality. This method is advantageous as:

1. It is simple to calculate.

2. It is the most commonly used.

Adopting this method throughout facilitates uniformity across all Provinces.

Assets and Financial Statements

Thabazimbi Local Municipality controls assets of various classes and have a duty of stewardship over assets under its control, irrespective of how such assets may be reported in the financial statements.

Asset Life-Cycle Management

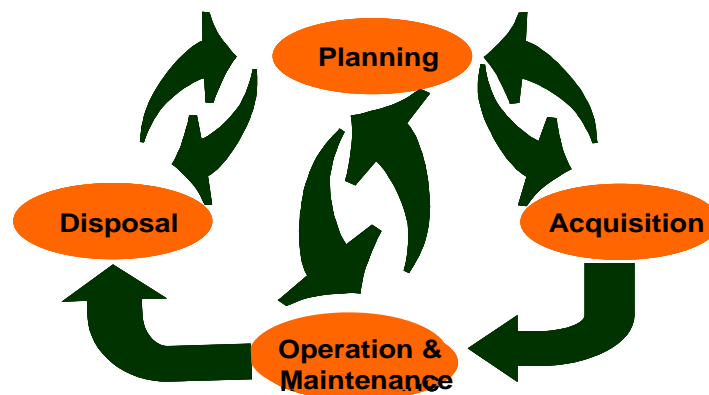


Figure 1: Asset Life Cycle

The life cycle of an asset can be defined as that period that an entity can foresee itself utilising an asset on an economically effective and efficient basis for the furtherance of the entity's trade or service deliverance.

The period covers all the phases in the life of an asset namely the procurement, the use and maintenance and eventual disposal thereof. This period is described as the useful life of the asset to the entity and may be different from the physical life of the asset. The asset maintenance policy and plan of the municipality will be clearly detailed in the basic services KPA as a strategy.

3.7.6 CHALLENGES OF FINANCIAL VIABILITY

- Lack of supporting documents for the AG resulting in the disclaimer audit opinion for 2014/15 financial year.
- Non compliance with SCM
- Lack of adequate cohesion by management.
- Asset register not GRAP compliance
- Poor revenue collection
- Outstanding debt payment
- Bulk purchases (water and electricity)
- Non credibility of reports
- Ballooning debt to Eskom and Magalies Water Board
- Non-payment of AG audit costs
- Continuous appointment of service providers

3.8 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.8.1 Service Norms and Standards (Good Governance and Community Participation)

- 100% community participation
-

Current Support Strategy and Strategic Projects from COGTA:

- Stabilisation of the municipal environment and enhancement of revenue collection by implementing critical projects:
 - Installation and repair of electricity meters
 - Installation and repair of water meters
 - Refurbishment of Vehicle Testing Station
 - Acquisition of service delivery vehicles
 - Filling of critical positions
 - Management of litigations
 - Payment of creditors
 - Revenue enhancement assessment
 - Restoration of services to the community (Water leaks stoppage, and Repair and O&M of community facilities)
 - Implementation of the Financial Recovery Plan.

3.8.2 mSCOA

- mSCOA is an acronym for Chart of Accounts which is a National reform that has been promulgated by Gazette no. 37577 dated 22 April 2014 called the Standard Chart of Accounts for Local Government Regulation, 2014. The “m” in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/ National Standard Chart of Accounts.
- The introduction of mSCOA for municipalities will inter alia:
 - Aid transparency, accountability and overall governance in the daily, monthly and yearly activities of municipalities.
 - Aid the standardized of 278 different municipal charts of accounts.
 - Improve the quality of municipal information that is compromised i. e it will introduce a uniform classification of revenue and expenditure items.
 - Enhance monitoring and oversight by Council, DCOG, Treasurers and legislatures.
 - Comparability of information across municipalities. i.e benchmarking.
- Municipalities need to implement mSCOA by 1 July 2017 in order to comply with Government Gazette.

3.8.3 Functionality of Municipal Council and Committees

(a) Community Services and Infrastructure: Cllr L Mokgomo (Chairperson)

1. Cllr KR Mokwena
2. Cllr IF Kokonyane
3. Cllr G H Ntshabele
4. Cllr R Manyama

(b) Planning and Economic Development: Cllr S Ndhlovu (Chairperson)

1. Cllr J M Moloko
2. Cllr XS Nozozo
3. Cllr Z Esply
4. Cllr PL Serole

(c) Finance, Institutional Development and Transformation : Cllr S S Makhubela(Chairperson)

1. Cllr T Hearne
2. Cllr RD Mapeule
3. Cllr SM Matshelanokana
4. Cllr T Ramoabi

(d) MPAC Cllr G Gouws (Chairperson)

1. Cllr RA Ramogale
2. Cllr MD Comakae
3. Cllr I Nengwekhulu
4. Cllr T Molefe
5. Municipal Council is functional and meetings held quarterly.

3.8.4 INTERGOVERNMENTAL RELATIONS

IGR Structures

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of the view that these relationships can assist in enhancing Government's services to the communities of Thabazimbi.

The MSA provides that municipalities should undertake an integrated development planning process that integrates all sectors, strategies, programme and projects to promote integrated development in communities. The municipality engaged all sector departments and private sector in the IDP Rep Forum that took place on the 19th of February 2015 in order to present projects that will be implemented in the municipality.

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of the view that these relationships can assist in enhancing Government's services to the communities of Thabazimbi.

The municipality has delegated officials and Councillors to the following forums:

- Municipal Managers Forum
- Mayor's Forum
- CFO's Forum
- IDP Manager's Forum
- Internal Auditor's Forum
- SALGA Working Groups
- Provincial Planning Forum
- Premiers IGR Forum
- Provincial Service Complaints Forum
- Provincial Integrated Development Forum
- Monitoring and Evaluation Forum
- Provincial Waste Forum

FORUM	FRQUENCY	RESPONSIBILITY
Municipal Managers Forum	Quarterly	Municipal Manager
Mayor's Forum	Quarterly	Mayor
CFO's Forum	Quarterly	Chief Financial Officer
IDP Manager's Forum	Quarterly	Divisional Head IDP
Internal Auditor's Forum	Quarterly	Chief Internal Auditor
SALGA Working Groups	Quarterly	Manager and portfolio councilor specific to working group
Provincial Planning Forum	Quarterly	Manager Planning and Economic Development
Premiers IGR Forum	Bi-monthly	Mayor and Municipal Manager
Provincial Service Complaints Forum	Monthly	Divisional Head Communications and Municipal Manager
Provincial Integrated Development Forum	Quarterly	Divisional Head IDP and Municipal Manager
Monitoring and Evaluation Forum	Monthly	Divisional Head PMS and Municipal Manager

MUNICIPAL STRUCTURES IN MATTERS OF GOVERNANCE

KPA'S	Thabazimbi Municipal Structures that involve members of Communities in matters of governance
Transformation and Organizational Development	MAPC ,Audit committee,Local Labour Forum
Basic services	Energy forum, Sport & recreation council, Thabazimbi Environmental forum
Local Economic Development	LED Forum,Bussiness forum
Financial Viability	Risk & IDP/Budget steering committee (officials and councilors),IDP/Budget Rep Forum
Good Governance and Public participation	IDP Representative forum, Mayor's intergovernmental forum

3.8.5 Availability and functionality of Municipal Public Accounts Committee (MPAC)**MPAC****Council**

Municipal Council is functional and meetings held quarterly.

Roles and responsibilities

-Municipal council must meet at least quarterly.

Municipal council must annually review the needs of the community:

Its priorities to meet those needs;

Its processes for involving the community

EXCO

Municipal EXCO is functional and meetings held on monthly basis.

Roles and responsibilities

-To identify the needs of the Municipality

-To review and evaluate those needs in order of priority

-Recommend to the municipal council strategies programmes and services to address priority needs through intergrated development plan and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans

-evaluate progress against the key performance indicators

-Review the performance of the municipality in order to improve:-

- The economy, efficiency and effectiveness of the municipality
- The efficiency of credit control and revenue and debt collection services, and the implementation of the municipality's by laws

Financial viability & Municipal Transformation Council Committee

-functional and meetings held on monthly basis.

LED & Spatial Development Planning Council Committee

-functional and meetings held on monthly basis.

Basic Services & Infrastructure Council Committee

-functional and meetings held on monthly basis.

Municipal Public Accounts Committee

MPAC is established but not functional

Challenges

Researcher not appointed.

Roles and responsibilities

- To consider and evaluate the content of annual report
- To examine the financial statements and audit report
- Evaluate the extent to which the Audit Committee 's and Auditor General 's recommendations have been implemented;
- To promote good governance, transparency and accountability.
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or Audit Committee.

3.8.6 AUDIT COMMITTEE AND RISK MANAGEMENT COMMITTEE

Audit committees

In terms of MFMS section 166. (1) Each municipality and each municipal entity must have an audit committee, subject to subsection (6).

(2) An audit committee is an independent advisory body which must—

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to—

(i) internal financial control and internal audits;

(ii) risk management;

(iii) accounting policies;

(iv) the adequacy, reliability and accuracy of financial reporting and information;

(v) performance management;

(vi) effective governance;

(vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

(viii) performance evaluation; and

(ix) any other issues referred to it by the municipality or municipal entity;

(b) review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;

(c) respond to the council on any issues raised by the Auditor-General in the audit report;

(d) carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and

(e) perform such other functions as may be prescribed.

(3) In performing its functions, an audit committee—

(a) has access to the financial records and other relevant information of the municipality or municipal entity; and

(b) must liaise with—

(i) the internal audit unit of the municipality; and

(ii) the person designated by the Auditor-General to audit the financial statements of the municipality or municipal entity.

(4) An audit committee must—

(a) consist of at least three persons with appropriate experience, of whom the majority may not be in the employ of the municipality or municipal entity, as the case may be; and

(b) meet as often as is required to perform its functions, but at least four times a year

The audit committee was appointed on the 01 January 2018. The audit committee consist of the following members:

Mogotsi I (Chairperson)

Modise K (Member)

Sebola T (Member)
 Lesolang J (member)
 Raphalalni R (Member)

The audit committee had their first meeting on the 29 January 2018, whereby the 2015/16 annual report, state of the municipality, internal and audit committee charter were discussed. The audit committee comments on the annual report was part of the 2015/16 annual report which served in council on the 23 February 2018. The Audit Committee report was submitted to the Accounting Officer.

Risk Committee

In terms of MFMA section 62. (1) The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure—

(c) That the municipality has and maintains effective, efficient and transparent systems—

(i) Of financial and risk management and internal control; and

(ii) Of internal audit operating in accordance with any prescribed norms and standards.

The Risk Committee chairperson was appointed on the 29 January 2018 and other Risk member were appointed on the 06 February 2018. The Risk Committee constitute of the following members:

Modise K	(Risk Committee Chairperson)
Ramagaga TG	(Accounting Officer)
Peu L	(Manager PED)
Mhlanga M	(Chief Financial officer)
Van der Merwe JJ	(Manager Corporate services)
Moabelo D	(Acting Manager: Community services)

The risk committee held their first meeting on the 09 March 2018, of which the risk management policies and strategic risk register were discussed.

3.8 AUDIT AND RISK MANAGEMENT

- 60 % vacancy rate
- Audit Committee appointed as of 01 January 2018
- Risk Committee Chairperson appointed as of 01 January 2018
- Audit committee charter approved by council

- Internal audit charter not approved due to non-existence of Audit committee from 30 September 2016 to 31 December 2017
- Annual Internal audit plan not approved due to non-existence of Audit committee from 30 September 2016 to 31 December 2017
- Strategic and operational risk assessment conducted.
- 2015/16 Action plan developed

2015/16 Audit Outcomes

The Municipality received a disclaimer of audit opinion (AG couldn't obtain sufficient appropriate evidence to provide a basis of audit opinion on the financial statements). The following are basis of disclaimer audit opinion:

<ul style="list-style-type: none"> • Property, Plant and Equipment • Revenue from exchange transactions • Revenue from non-exchange transactions • Consumer debtors • Expenditure • Payables from exchange transactions • Unspent Grant • Provisions • Cash flows statement 	<ul style="list-style-type: none"> • Cash and cash equivalent • Vat receivable • Pre period errors • Contingencies • Commitments • Irregular, Unauthorised, fruitless and wasteful expenditures • Distribution losses • Statement of change in Net assets • Statement of comparison of budget and actual amounts
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There are approved internal audit charter, Audit committee charter, fraud prevention plan, risk management strategy. Risk assessments are being conducted every year with the assistance of Treasury and COGHSTA. The Municipality developed an Audit action plan to address findings raised by AGSA.

Top 10 risk of the Municipality

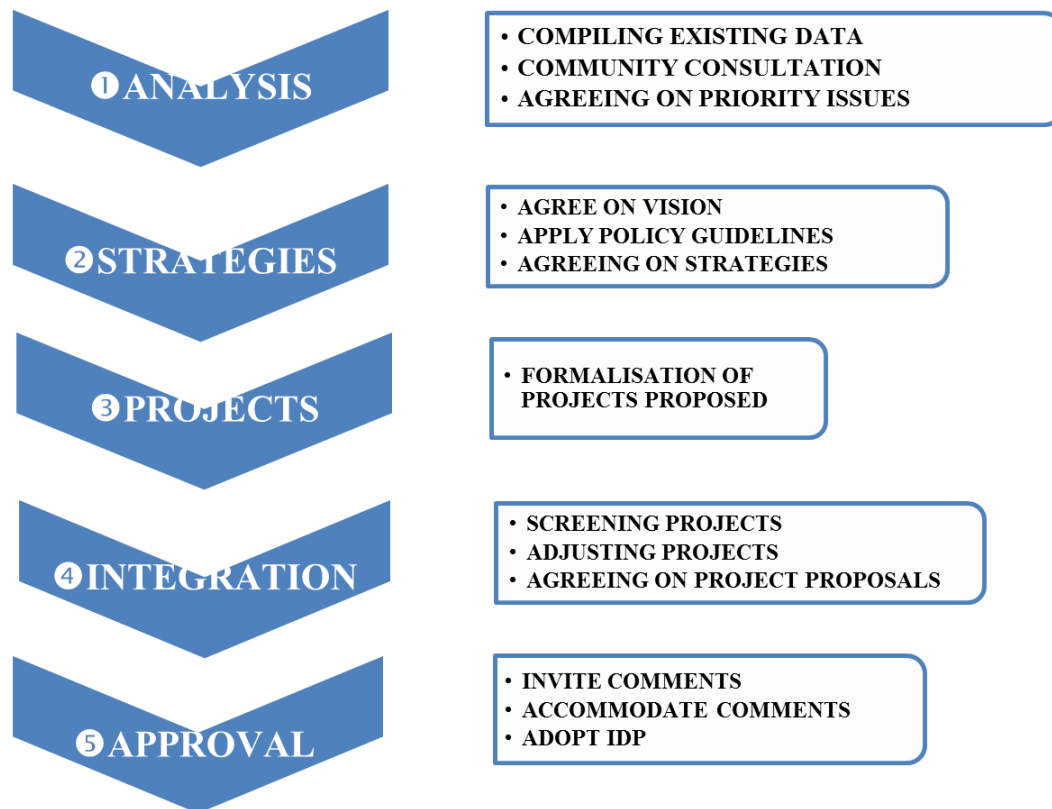
Goal or Objective	Risk	Residual Risk Exposure	Mitigation	Risk Owner	Timeline
1. Enhance financial viability and accountability	Lower revenue collection	Maximum	Municipality appointed a service provider for credit control. Inspection of illegal connection and impose penalties.	CFO	Ongoing
2. Resource management, infrastructure and services for access and mobility	Ageing infrastructure	Maximum	Development and implementation of master plan	Manager Technical	On going
3. Financial sustainability	Non-payment of service providers leading to litigations	Maximum	Prioritization of payment using FIFO method.	Manager Technical	On going
4. Develop and implement integrated management and governance systems	Lack of implementation of policies	Maximum	Conduct police awareness and disseminate information to relevant designation.	Manager corporate	On going
5. Attract, develop, retain human capital	Inadequately skilled personnel	Maximum	Develop and implement Work Skill Plan (WSP)	Manager Corporate	On going
6. Development and implement integrated management and governance system.	Poor document control	Maximum	Centralization of records units and signing of oath of secrecy.	Manager Corporate	on going
7. Development and implement integrated management and governance system.	Ineffective municipal governance structures	Maximum	Fully establishment of governance structures.	Accounting officer	On going

Goal or Objective	Risk	Residual Risk Exposure	Mitigation	Risk Owner	Timeline
8. Financial viability and accountability	Improper financial management	Maximum	Enforcement of section 32 of MFMA Act	Accounting Officer	On going
9. Development and implement integrated management and governance system.	Inadequate or lack of municipal policy	Maximum	Review existing policies and development of procedure manuals.	Accounting officer	on going
10. Development and implement integrated management and governance system.	Inadequate ICT infrastructure	Maximum	Maintenance and acquisition of ICT infrastructure	Manager Corporate	On going

3.8.8 AUDIT OUTCOME

2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Disclaimer	Qualified	Unqualified	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Disclaimer

3.8.9 INTEGRATED DEVELOPMENT PLANNING (IDP)



IDP Process Plan

- The 2017/18 IDP document in mid year implementation ends June 2018
- The Process Plan for 2018/19 adopted by Council on the 28 September 2017.
- The 1st Rep Forum meeting was held on the 26 September 2017 at PPC Mine
- The 2nd Rep Forum held on the 25 October 2017 at Kumba Hall
- Analysis Phase/ Situational Analysis done as per Process Plan

➤ Structures of Intergovernmental Relations

The Thabazimbi Local Municipality is Under Sec 154 of the constitution, meaning that Provincial and National government is assisting the municipality on various levels. The TLM is also in close relation to the Waterberg District Municipality, which is currently assisting in managing the MIG funds of the municipality regarding the Thabazimbi Waste Water Treatment works.

Availability and functionality of Municipal Public Accounts Committee (MPAC), Audit Committee and Risk Management Committees

The MPAC is functioning, but urgently needs a researcher. Posts have been advertised and interviews have been conducted. After the appointment the committee will bring additional assistance to the municipality.

3.8.7 Functionality of Ward Committees

10 out of 12 ward committees have been established and functional. Ward committee operational plans still needs to be developed and all ward committee members are still awaiting a workshop to be provided by CoGHSTA.

Functionality of Community Development Workers (CDWs) and their integration in the programmes of the municipality

The CDWs are available, but not utilised to its full potential.

- 9 CDW appointed and seconded and 3 vacancy (Wards 5, 8 and 12)

Community Participation Strategy

- To be reviewed

3.8.9 DRAFT MUNICIPAL CUSTOMER SERVICE DELIVERY CHARTERS

We have since 2014, partnered with Development Bank of Southern Africa (DBSA), Anglo-American South Africa (AASA) and Investment Climate Facility for Africa (ICF), to improve quality of service, we provide in the municipality. To achieve this we have developed, Customer Service Charters to guide the quality of Municipal Service Delivery. We hereby make our customers aware of the following service delivery standards:

1. MUNICIPAL CUSTOMER BILL OF RIGHTS

- The Municipal Bill of Rights gives our customer an idea of his/her rights in the municipal service delivery relationship.

2. MUNICIPAL CUSTOMER SERVICES CHARTER

- Informs the customer on how enquiries, queries and feedback will be handled.

3. MUNICIPAL CUSTOMER CARE CHARTER

- Gives the customer an idea of the values that guide our service delivery practices.

4. MUNICIPAL SERVICE DELIVERY PRINCIPLES CHARTER

- This gives the customer an idea of the “Bathos Pele” principles of service delivery.

5. MUNICIPAL COMMUNITY SERVICES CHARTER

- Gives customer an idea of the quality of community of services to be expected.

6. MUNICIPAL INFORMATION AND COMMUNICATION SERVICES CHARTER

- Provides an idea of the quality of information and communication services that customer can expect.

7. MUNICIPAL PLANNING AND DEVELOPMENT SERVICES CHARTER

- Gives an idea of the quality of land and building application services customer can expect.
- 8. MUNICIPAL HOUSING – HUMAN SETTLEMENTS SERVICES CHARTER
 - Though this is not a function of the municipality, we however give promise to facilitate the National Department of Housing and partners to ensure that expected services are provided.
- 9. MUNICIPAL FINANCE SERVICES CHARTER
 - Informs on how municipal rates and tariffs will be determined, including the quality expected for billing, and for feedback on queries and enquiries.
- 10. MUNICIPAL WATER SERVICES CHARTER
 - Gives the idea of the quality of safe drinking water and repair and maintenance services to be expected.
- 11. MUNICIPAL SANITATION SERVICES CHARTER
 - Gives an idea of the standards of sanitation, and of repairs and maintenance services to be expected.
- 12. MUNICIPAL ROADS AND STORMWATER SERVICES CHARTER
 - Gives the customer an idea of standards of roads and maintenance that customer can expect.
- 13. MUNICIPAL REFUSE SERVICES CHARTER
 - Sets out the standards of refuse services the customer can expect.
- 14. MUNICIPAL ELECTRICITY SERVICES CHARTER
 - Sets out the standards of energy/ electricity that customer can expect.
- 15. MUNICIPAL CUSTOMER SERVICES DIRECTORY
 - Informs our customer where to get the services they need.

3.8.10 COMMUNICATION CHALLENGES

- Slow responding in as far as updates in the website is concerned by SITA
- Unauthorized use of information that sometimes appears in newspaper without the knowledge of Communications Unit.

- Non-participation by some sector departments within our municipal area.
- Insufficient budget to render effective communication activities, buying of slots in both print and electronic media

3.8.11 SPECIAL PROJECTS

In recognition of the need to integrate marginalised communities, Special Programme Unit for the facilitation of the integration and mainstreaming process has been introduced and a focal person has been appointed. Much work was done on an adhoc basis in this regard but was more focused on campaigns rather than economic development programmes.

As Statistics South Africa confirms, young people constitute the majority of the population of the Thabazimbi Municipality. Men account for 52% of the municipality's population. In spite of the above reality, young people and women have not been the key beneficiaries in the economic mainstream of the district. A Youth Plan and its implementation plan must be developed.

Whilst there are organisations representing disabled people, the reality that faces the municipality is that disabled people are not integrated into the municipality's implementation plan. This has led to low economic development opportunities for disabled people. A survey must be conducted by Thabazimbi to develop the Disability Plan. The Thabazimbi Local Municipality needs to facilitate this process through the implementation of the Disability Plan for the purposes of moving faster in resolving problems faced by disabled people.

Children in the municipality also bear the brunt of disorganisation. The Thabazimbi Local Municipality should embark in the process of establishing a junior council which will be the pace setter for the development of the children's development framework that will promote the participation and consultation of children.

As a sector plan, the Special Programmes Strategy sets the framework for the integration and mainstreaming of all the designated groups and needs to be developed..Funding needs to be availed for the implementation of the strategy through the integration of programmes and projects of all clusters and sector plans of the Thabazim I Local Municipality.

3.8.12 CHALLENGES OF YOUTH, DISABILITY, WOMEN AND CHILDREN

- High unemployment.
- Inequality.
- Access to funding.
- Poor education.

- Access to quality training and skills development
- High level of poverty.
- Violence directed at women and girls
- No support and mainstreaming of people with disability in municipal employment equity to reach 2% set by SALGA.
- Diseases.

3.8.13 CHALLENGES OF GOOD GOVERNANCE

- Insufficient funds for implementation of projects
- No GIS for information planning.
- .Lack of alignment of IDP activities with IGR to adhere to IDP Process Plan time lines.
- Poor attendance of IDP meetings by sector departments.
- Quarterly reports are compiled not according SDBIP
- SDBIP not aligned with budget and IDP
- Other Departments submit insufficient and unverified reports, which are not in line with SDBIP.
- Quarterly reports and other reports on Internal Audit findings are not submitted according to submission deadline.
- Failure to implement or the implementation of incorrect and low standard, corrective measures to remedy risk findings.
- No adequate office space
- PMS do not have enough staff.
- Non implementation of internal audit findings and risk mitigation means
- Non and late submission of documents for audit purpo

3.9 KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3.9.1 POLITICAL, EXECUTIVE AND INSTITUTIONAL STRUCTURE

Section 51 of the Municipal Systems Act 32 of 2000 requires municipalities to establish and organize their administration in a manner that would enable them to:

- Address the needs of the local community
- Create a culture amongst staff members to be accountable for public service
- Be performance orientated and focus on the objects of local government as set out in Section 152 of the Constitution and its development duties as required by Section 153 of the Constitution.

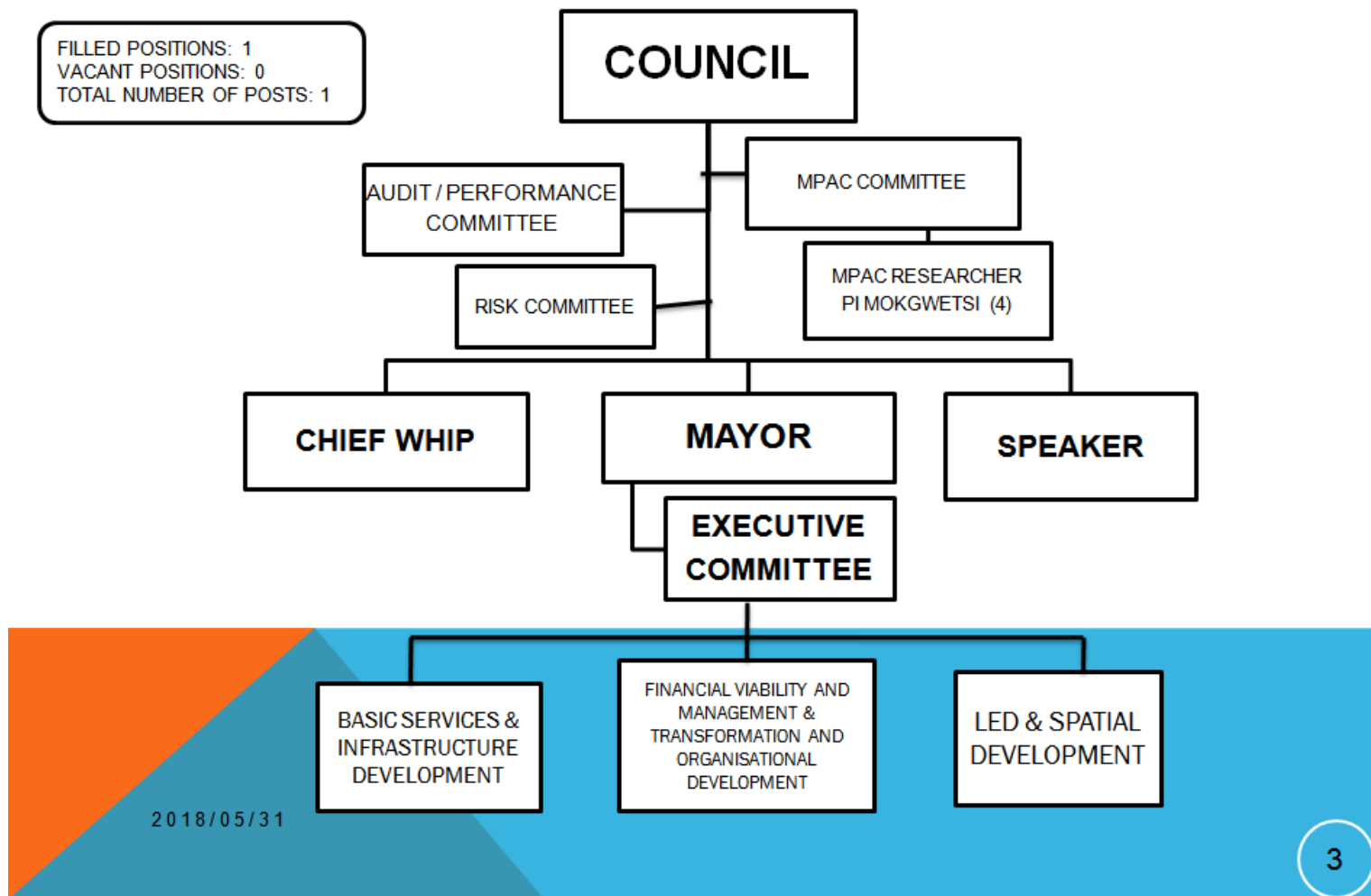
Taking into account the context of the organizational structure, it puts an obligation on the Thabazimbi Municipality to be performance orientated and to focus on the objectives of local government. A structure that is operational and effective is needed to mandate the new boundaries of our municipality.

A process to have a broad understanding of the organization in order to review systems, processes as well as skills shortages, organizational culture and the defined strategy's alignment with the IDP should be compiled and served before Council for approval and implementation.

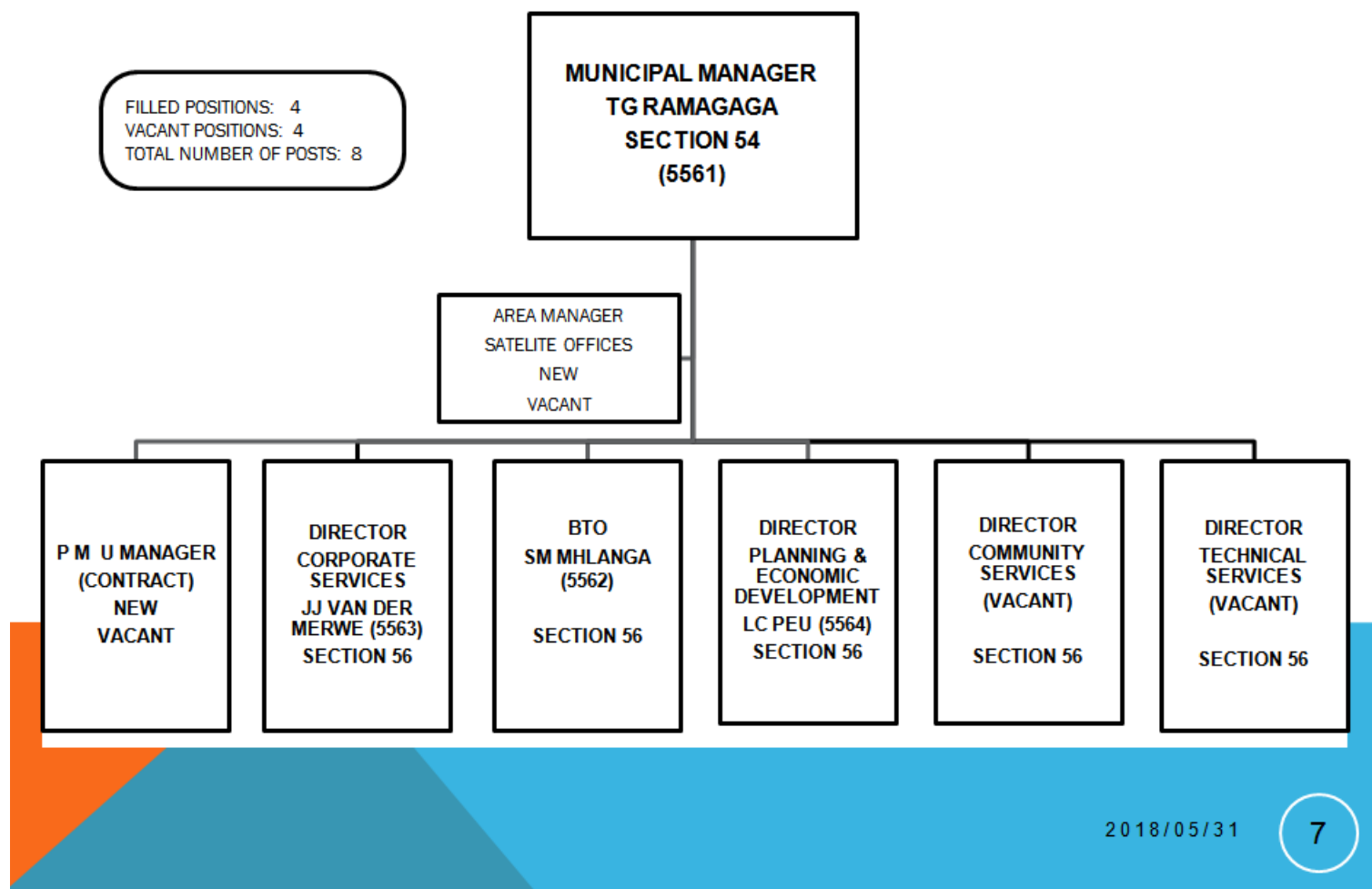
The current structure comprises of the following:

- Political Structure
- Office of the Mayor
- Office of the Municipal Manager
- Department Finance
- Department Corporate Services
- Department Technical Services
- Department Community Services, and
- Department Planning and Economic Development

THABAZIMBI MUNICIPALITY POLITICAL GOVERNANCE STRUCTURE



OFFICE OF THE MUNICIPAL MANAGER STRUCTURE



3.9.2 Analysis of staffing

Directorate	Total no. of positions	Filled positions	Vacant positions
Office of the Mayor	9	7	2
Office of the Municipal Manager	20	14	6
Chief Financial Office	48	46	2
Corporate Services	33	31	2
Technical Services	91	89	6
Community Services	66	50	16
Planning & Economic Development	14	11	3
Public Safety	59	48	11
Satelite Offices	60	59	1
TOTAL	404	355	49

STAFF ESTABLISHMENT

Total Number of filled Positions	:	355
Total Number of Vacant Positions	:	49
Total Number on Organogram	:	404

Table:

	Designated Groups						Non-designated groups	
	Male	Female	African	Indian	Asian	Coloured	White	TOTAL
								2015/16
Appointments	0	0	0	0	0	0	0	9
Promotions	0	0	0	0	0	0	0	1
Resignations	1	0	1	0	0	0	0	1
Retirements	3	0	3	0	0	0	0	1
Bereavement	6	0	6	0	0	0	0	5
Dismissed	0	0		0	0	0	0	0
Ill Health Retirements	0	0	0	0	0	0	0	0

3.9.3 HUMAN RESOURCE MANAGEMENT

ALIGNMENT OF ORGANOGRAM AND POWERS & FUNCTION

DEPARTMENT	SUB- FUNCTION	POWERS & FUNCTIONS
Technical Services	<ul style="list-style-type: none"> • Water and Sanitation Services • Service Delivery • Public Works • Electricity and Workshop 	<ul style="list-style-type: none"> • Electricity Reticulation • Storm Water • Water (Potable • Sanitation • Bulk supply of Electricity • Bulk Water Supply • Bulk sewage purification and main sewage disposal • Municipal roads • Municipal Public Works
Community Services	<ul style="list-style-type: none"> • Community Services • Protection Services • Solid Waste 	<ul style="list-style-type: none"> • Trading Regulations • Billboards and the display of advertisements in public places • Control of public nuisance • Control of undertaking that sell liquor to the public • Fencing and fences • Noise Pollution • Street Trading • Traffic and Parking • Cemeteries and Crematoria • Fire-Fighting Services • Safety and Security

		<ul style="list-style-type: none"> • Municipal Transport Planning
Budget & Treasury	<ul style="list-style-type: none"> • Budget and Reporting • Income • Expenditure • Supply Chain and Asset Management 	<ul style="list-style-type: none"> • The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation
Corporate Support & Shared Services	<ul style="list-style-type: none"> • Human Resource • Fleet Management • Information Technology • Administration and Council Support • Legal Services 	<ul style="list-style-type: none"> • By- Laws • Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking.
Development and Planning	<ul style="list-style-type: none"> • Building Control • Town Planning • Local Economic Development 	<ul style="list-style-type: none"> • Building Regulations • Local Economic Development • Municipal Planning

The responsibility of this unit is to ensure that all HR policies and plans are adhered as well as employee wellness in order to create a conducive

EMPLOYEE ASSISTANCE PROGRAMME

The Employee Assistance Programme (EAP) is a work site based intervention programme designed to improve productivity by assisting Council with the early identification and resolving of employees personal and related problems that might adversely affect work performance and wellbeing. All information and assistance by the EAP office is treated with the utmost confidentiality.

In addition various informative sessions were done during the financial year covering the following illnesses:

Diabetes, Epilepsy, Food poisoning, cancer, HIV/AIDS, Hypertension, Diabetes

All sessions that were planned for the year could not have been done due to challenges with transport and venues that was not always available.

OCCUPATIONAL HEALTH AND SAFETY

Challenges of Occupational Health and Safety Act

Insufficient funding led to non-compliance of the following issues:

- Personal Protective Clothing/Equipment
- Medical examinations for occupational diseases were not adequately done.
- There are no safe working procedures in all operational workstations.
- The First Aid Boxes are not refilled timeously.
- Fire distinguishers not serviced on annual basis.
- Mandatory and warning signage not renewed timeously

EMPLOYMENT EQUITY**Workforce Profile**

Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	1	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	68	0	0	4	72	0	0	8	1	0	153
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	35	0	0	1	2	0	0	0	0	0	38
Semi-skilled and discretionary decision making	61	0	0	0	10	0	0		0	0	71
Unskilled and defined decision making	70	0	0	0	18	0	0		0	0	88
<i>TOTAL PERMANENT</i>	237	0	0	5	103	0	0	8	1	0	354
Temporary employees	2	0	0	5	103	0	0	0	0	0	2
GRAND TOTAL	239	0	0	5	103	0	0	8	1	0	356

EMPLOYMENT EQUITY CHALLENGES

- Thabazimbi Municipality would like to employ people with disabilities but presently it's a great challenge due to:
 - (i). Design of our office to accommodate wheel chairs and scatted operational buildings.

- The Municipality is hiring buildings and proposals are in progress to build our own civic centre. Furthermore the management team with all recognized Unions will filter positions in the new financial year for disabled, challenge is attracting the following:
Indians (Both male and female)
Colored (Both male and female)
- We are having challenge with reference to Demographics and a Retention Strategy to attract and be able to afford the following race groups.
- Our third challenge is Housing Facilities for people from far. Accommodation in Thabazimbi it's very expensive.

Skills Development

The Municipality has timeously submitted the WSP and ATR to LGSETA which is developed on annual basis on or before 30 April before sending to LGSETA, the training committee endorsed. A Workplace Skills Plan is a strategic document that articulates how the Employer is going to address the Training and Development needs in the Workplace.

The types of learning interventions that are offered in the municipality are amongst others in-house training workshops, on-the-job training etc, with accredited service providers.

TRAINING INTERVENTION IDENTIFIED 2016/17(8.1 EMPLOYED))

DEPARTMENT	NAME OF LEARNING INTERVENTION	GENDER		NUMBER OF EMPLOYEES
		MALE	FEMALE	
CORPORATE	MFMP	1	0	1
	Advanced Driving	1	0	1
	Hazardous Chemical Technicians	0	1	1
	Environ mental Practice	0	1	1
	Municipal Governance	0	3	
	Advance Records Management	1	0	1
	Leave Model	0	1	1
	Advance Computer	0	1	1
	Accounting for Fleet	1	0	1
PUBLIC SAFETY	Hazardous Chemical Technicians	3	1	4

	Road marking	3	2	5
	Road Transport Management in the Public Sector	4	3	7
	Life Scan Operator	2	0	2
	Advance disaster course	0	1	1
	Office Admin	1	3	4
PLANNING	NC-LED	1	0	1
	Project Management	2	0	2
MM	Advance Driving	1	0	1
	Project Management	0	1	1
	Specialising in HIV/AIDS and Health	1	0	1
TECHNICAL	Electrical Engineering(Distribution)	2	0	2
	Municipal Governance	1	0	1
	Diesel Mechanic ,	1	0	1
	Water and Wastewater Process control	0	1	1
	Community Water Health and Sanitation	1	0	1
	Office Admin	0	2	2
	Municipal Governance	1	0	1
	Water and Wastewater Treatment Process Operations and Water L2 and Water Process Control L3	14	4	18

	Bricklaying Management	2	0	2
FINANCE	Procurement Management	0	1	1
	Stock Management	1	0	1
	MFMP	0	1	1
PLANNED LEARNING INTERVENTIONS FOR THE UNEMPLOYED	Electrical Engineering	10	5	15
	Waste Materials Plant Operator	2	2	4
	Capacity Building	0	5	5
	Plumbers Assistant	17	5	22

3.9.4 INFORMATION COMMUNICATION TECHNOLOGY

INTRODUCTION TO ICT DIVISION

Information, Communication & Technology services in the Thabazimbi Local Municipality is regarded as a strategic resource. A strategic resource, which it is, viewed as both a critical and catalyst function for enabling service delivery at the customer face.

Key to the strategic nature of ICT in the municipality is the enabling of the municipal key objectives of the Municipality in order to meet its constitutional obligations. ICT enables the achievement of these obligations by deploying relevant information technology solutions

ICT SERVICES

The ICT unit is responsible for the delivery of ICT services across the municipality. The unit is responsible for devising change programmes across the departments in order to deliver a modern ICT service function. The unit led the management and development of information and Network systems which devise an effective ICT management.

The ICT services are broadly defined as follows:-

- Corporate ICT Governance and Strategy.
- Information System services
- Disaster Recovery,
- Business Continuity and ICT Security.

- Network Management services
-

Challenges

- ICT Skills for employees
- ICT awareness programs
- Non alignment of ICT to Municipality objectives

3.9.5 PERFORMANCE MANAGEMENT SYSTEM

Organizational Performance Management System

- PMS is currently for Section 57 Managers only.
- PMS to be cascaded to levels 1 to 4 for 2018/19 financial year.
- PMS framework to be reviewed.

PMS in the municipality is intended to manage and monitor service delivery progress against the identified objectives in the IDP. It is a system, through which the municipality sets targets, monitors, assesses and reviews the organisational and individual employee's performance based on priorities, objectives and measures derived from the IDP. Outlined in Section 40 of the Municipal System Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore points out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Target be reviewed, and these reviewed, will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers.

The Municipal Planning and Performance Management Regulations (2001) stipulate that a "Municipality's performance management system entails a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players" (Chapter 3, Section 7, Municipal planning and performance Management Regulations, 2001).

Thabazimbi Municipality adopted the first performance management framework on April 2010. The framework was reviewed and amended during 2006/2007 financial year to align with the best practice guidelines suggested by Department of Cooperative Governance and Traditional Affairs.

The performance Management function of Thabazimbi Municipality was previously outsourced to an external service provider and Council resolved during the 2009/2010 financial year to create an internal Performance Management Unit within the Office of the Municipal Manager.

The Performance Management unit was capacitated during the 2010/2011 financial year. The municipality appointed PMS Coordinator in October 2010. During the 2010/2011 financial year, the Performance Management Unit prepared a new Performance Management Framework and Policy which was adopted during the 2013/2014 financial year

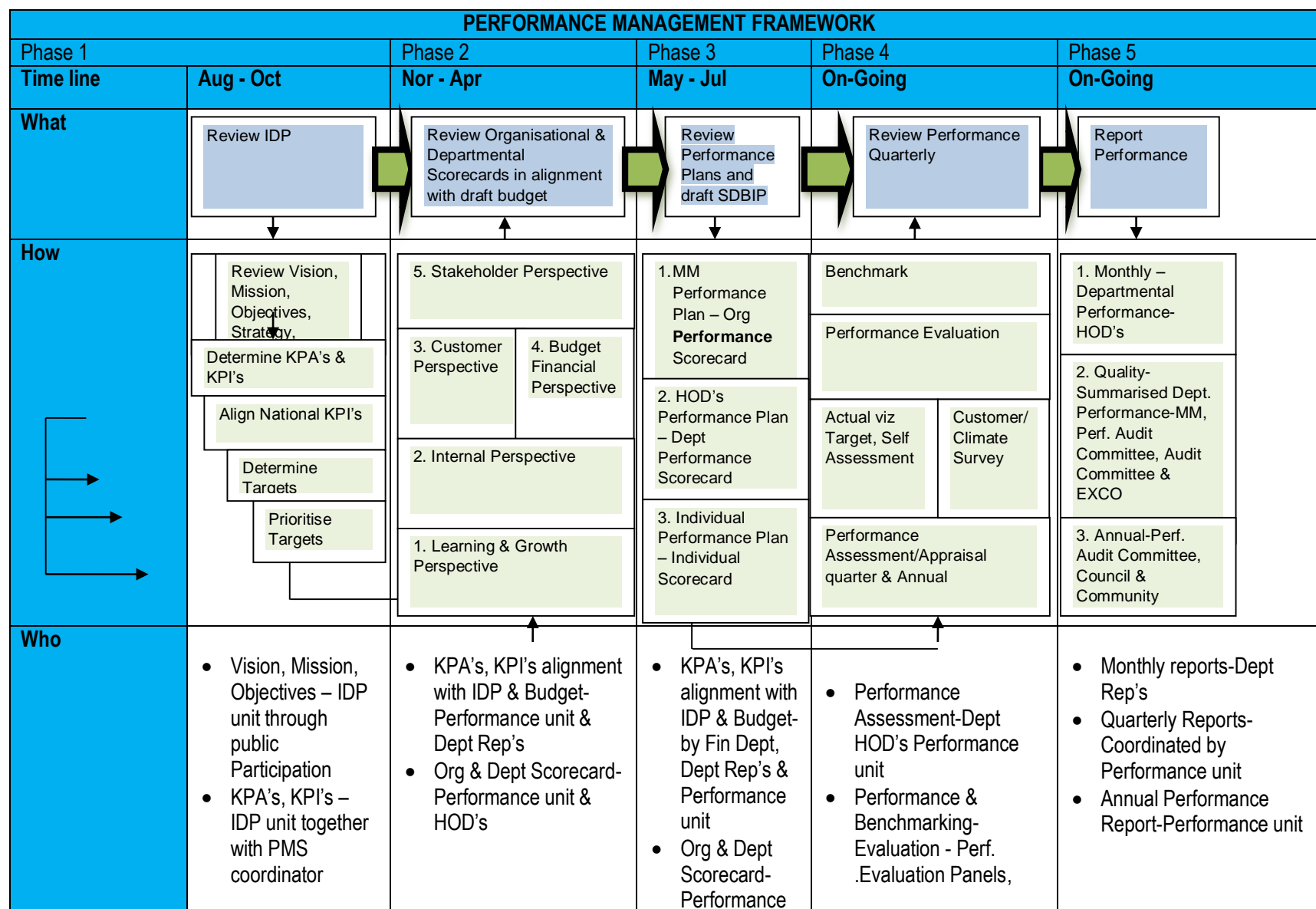
by Council item no. 21. The PMS Coordinator was moved from Technical services where he was appointed as Divisional Head EPWP in 2013, to the office of the Municipal Manager as Divisional Head PMS in 2014

Organisational Performance Management Process

Key performance indicators have been refined in support of the municipality's development priorities and objectives as set out in the revised IDP framework, aligned with the organisational structure and reporting on long term strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the 2018/19 OPMS Scorecard. A process to ensure regular reporting is in place and gets reported quarterly to the Council via the Performance Audit Committee/Audit Committee.

Individual performance agreements and performance plans were prepared in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette) and signed by the Municipal Manager and Heads of Department. These agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms circular 13 from National Treasury and Municipal Finance Management Act.

The following diagram illustrates a summary of the newly developed performance management framework for Thabazimbi Local municipality for performance measurement and reporting, adhering to the guidelines suggested Department for Cooperative Governance and Traditional Affairs:



	<ul style="list-style-type: none"> Targets – In consultation with MM & HOD's 			Performance Audit & Performance unit	
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Auditing of Performance Information

The Municipal Systems Act, 2000, section 45 requires that the results of performance measurements in terms of section 41 (1)(c), must be audited as part of the internal auditing process and annually by the Auditor-General. All auditing must comply with section 14 of the Municipal Planning and Performance Management Regulations, 2001 (Regulation 796).

Thabazimbi Municipality has an Internal Audit Unit to coordinate and manage the Internal Audit function within the Municipality. As part of their scope, auditing of the Performance Management System and Audit of Performance Information was performed and reports received for each quarter in terms of the following:

Project	Focus Area
Review of Performance Information – Quarter 1	<ul style="list-style-type: none"> Consistency in reporting; Measurability and reliability; Performance reports reviews; Performance score verification (Municipal Manger and Deputy Municipal Managers); Compliance with relevant laws and regulations.
Review of Performance Information – Quarter 2	<ul style="list-style-type: none"> Consistency in reporting; Measurability and reliability; Performance reports reviews; Compliance with relevant laws and regulations.
Review of Performance Information – Quarter 3	<ul style="list-style-type: none"> Consistency in reporting; Measurability and reliability; Performance reports reviews; Compliance with relevant laws and regulations.
Review of Performance Information – Quarter 4	<ul style="list-style-type: none"> Consistency in reporting; Measurability and reliability; Performance reports reviews; Compliance with relevant laws and regulations.

3.9.6 CONTRACTS AND LEGAL SERVICES

To enable municipal employees to keep informed of updated legal information, legal publication is required

3.6.3.1 BY – LAWS

3.8.7 By-Laws/Policies and Strategies

Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Delegations, Authorisation & Responsibility Policy	Completed	2015/16	Adopted by Previous Council and needs to be reviewed	The policy to be reviewed
Information and Communication Technology	Draft	Aug 2017	Was never adopted by Council	Policy be work shopped and adopted by council
Illegal Dumping by-laws	Draft	June 2017	Council did not adopt the by-law	Workshop the by-law and promulgate it
Human resource Development strategy	None	None	There is a need for council to adopt a strategy	Develop the strategy for adoption by 2017/18
Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
ICT Strategy	Draft		Approved but need to be reviewed	To be reviewed
Operating system policy	Approved			
Security controls policy	Approved			
User Access Management policy	Approved			
Service Level Management policy	Approved			
Municipal Corporate Governance of ICT Policy	Approved			
ICT Disaster Recovery Plan	Approved			
ICT steering committee charter	Approved			

Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Acting Allowance Policy	New			
Attendance and Punctuality Policy	New			
Career Management & Retention Policy	Review	2012	Approved but need to be reviewed	
Cellphone Policy	Review	2012	Approved but need to be reviewed	
Dress Code Policy	New			
EAP Policy	Review	2007	Approved but need to be reviewed	
Employment Equity Policy	Review	2012	Approved but need to be reviewed	
Employment Practice Policy	Review	2012	Approved but need to be reviewed	
Funeral Policy	New		Approved but need to be reviewed	
Incapacity due to Ill Health Policy	New		Approved but need to be reviewed	
Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Incapacity due to poor work performance policy	New			Policy to be adopted
Leave and absenteeism Policy	Review	2007	Approved but need to be reviewed	Policy to be adopted
Motor vehicle allowance Policy	Review	2012	Approved but need to be reviewed	Policy to be reviewed
Subsistence and Travelling Policy	Approved	2017	No need for approval	Policy to be reviewed
Overtime Policy	New			Policy to be adopted
Personal Protective Equipment Policy	Review	2012	Approved but need to be reviewed	Policy to be reviewed
Sexual Harassment Policy	Review	2007	Approved but need to be reviewed	Policy to be reviewed
Standby Allowance Policy	New			Policy to be adopted
Human resource Development strategy	None	None	There is a need for council to adopt a strategy	Develop the strategy for adoption by 2017/18
Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Placement Policy	Approved	2013		Policy to be revoked
Promotion Policy	Approved	2013		Policy to be reviewed
Records Management Policy	Review	2012	Draft	Policy to be approved

Records Disposal Policy	New		Draft	Policy to be approved
Drainage By-law	Gazetted	2012	GG 2126	To be reviewed
Street Trading By-law	2012	2012	GG 2214	To be reviewed
Refuse By-law	Gazetted	2012	GG 2214	To be reviewed
Rules and Order by-law	Gazetted	2012	GG 2214	To be reviewed
Cremation by-law	Gazetted	2012	GG 2214	To be reviewed
Tariff by-law	Gazetted	2012	GG 2214	To be reviewed
Traffic by-law	Gazetted	2012	GG 2216	To be reviewed
Parking ground by-law	Gazetted	2012	GG 2216	To be reviewed
Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Local Tourism by-law	Gazetted	2012	GG 2126	To be reviewed
Hiring of Municipal Halls by-law	Gazetted	2012	GG 2126	To be reviewed
Water by-law	Gazetted	2012	GG 2126	To be reviewed
Spluma by-law	Gazetted	2015	GG 2681	To be reviewed
Keeping of Animals by-law	Not gazetted		Coghsta	Reviewed/gazetted
Prevention of Nuisance by-law	Not gazetted		Coghsta	Reviewed/gazetted
Public Amenities by-law	Not gazetted		Coghsta	Reviewed/gazetted
Hostels by-law	Not gazetted		Coghsta	Reviewed/gazetted
Advertising Signs by-law	Not gazetted		Coghsta	Reviewed/gazetted
Regulation of Buildings by-law	Not gazetted		Coghsta	Reviewed/gazetted
Electricity by-law	Not gazetted		Coghsta	Reviewed/gazetted
Public Roads by-law	Not gazetted		Coghsta	Reviewed/gazetted
Name of Policy/Strategy/By-Law	State of the Policy	Last Date of Review	Comment	Recommendations
Library by-law	Not gazetted		Coghsta	Reviewed/gazetted
Encroachment of Property by-law	Not gazetted		Coghsta	Reviewed/gazetted
Child Care Services by-law	Not gazetted		Coghsta	Reviewed/gazetted
Culture and Recreation by-law	Not gazetted		Coghsta	Reviewed/gazetted

Property Rates by-law	Not gazetted		Coghsta	Reviewed/gazetted
Tuck Shop by-law	Not gazetted		Coghsta	Reviewed/gazetted
Credit Control & Debt Collection by-law	Not gazetted		Coghsta	Reviewed/gazetted
Workplace Skills Plan	Approved		Submitted	
Training Policy and ODT procedure manual.	Review			To be reviewed

3.9.7 INSTITUTIONAL SWOT

Strengths	Weakness
<ul style="list-style-type: none"> • Political Support to administration • A functional governance framework and systems in place • Cooperation and team effort from internal staff • Skill diversity and mix within senior management team • TLM performs key <i>Powers and Functions</i> i.e water and electricity 	<ul style="list-style-type: none"> • Shortage of staff • Lack of coordination and inter-divisional synergies • Need for skills development and training • Low staff morale • Interruption of employee-employer relations by Labour Forces • Weak HR internal control (consequence management) • <u>No sense of urgency for service delivery and customer care</u> • Turnaround time in processing land use and development applications • <u>Accountability</u> • Poor research and alignment with provincial and international trends (PESTEL) • Absence of a coherent job evaluation and grading policy • <u>A weak funding base for review of plans and implementation of development</u> • Over-reliance on government grants for income • Absence of vibrant staff development incentives and recognition of scarce skills, and good performance
Opportunities	Threats

<ul style="list-style-type: none"> • Vibrant economic sectors • Vibrant communities (culture and heritage) • Potential for community-driven business support programs • Government's support to economic development initiatives is solid • Partnerships with private sector in SMME development remains untapped • Potential for economic growth and diversification • Availability of land suitable for human settlements • Private sector investment into the mainstream economy 	<ul style="list-style-type: none"> • Uncontrolled illegal business activities • <u>No land management and disposal mechanisms in place</u> • Transgressions • Dilapidated and abandoned buildings • Reliance on mining sector • Community confidence and perception • Triple challenges of poverty, inequality and unemployment • Community protests • Unsatisfactory service delivery due to lack of financial resources • Questionable mining sector transparency and contribution to socio-economic development • SMME support • No rural community planning • LED no visible planning ineffective community lead income generating initiatives
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4. SECTION D: PRIORITIZATION

4.1 MUNICIPAL PRIORITIES (10)

After the reprioritization, the concern around environmental sustainability became paramount and hence number one on the priority list. The ranking of priorities was approved as follows

PRIORITY	POSITION
Waste Management, Environment and Tourism	1
Institutional development and financial viability	2
Local Economic Development	3
Land and Housing	4
Water, sanitation and Electricity	5
Community participation and communication	6
Road and Storm water	7
Disaster Management	8
Transport and Community safety	9
Sports, Arts and Culture	10

5. SECTION E: STRATEGY PHASE

KPA	STRATEGIC OBJECTIVES
GOOD GOVERNANCE & PUBLIC PARTICIPATION	Ensure that there are functional & accountable governance and management structures.
	Strengthen public engagement
SPATIAL DEVELOPMENT	To ensure sustainable spatial development
LED	To create conducive environment for sustainable local economic development
FINANCIAL VIABILITY	To ensure restoration of effective financial management, viability and Accountability.
BASIC SERVICES	To insure quality services to community by improving current infrastructure to sustainable levels and Promote environmental management system.
MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT	To achieve a well transformed and Integrated Organisation.
	To ensure efficient administrative Support services.

5.1. STRATEGIC ALIGNMENT

THABAZIMBI STRATEGIC OBJECTIVES	WATERBERG	LDP	MTSF	NDP
1. Ensure that there are functional & accountable governance and management structures. 2. Strengthen public engagement	To empower the community and instil sense of ownership of development	Improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes.	Improve the health profile of society	Citizen safely. Education, skills and innovation
			Building of cohesive, caring and sustainable communities	
			Programmes to build economic and social infrastructure	Social protection
3. To ensure restoration of effective financial management, viability and Accountability.	To ensure optimal utilisation of space economy (potential)	Create decent work and sustainable livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes	Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	Economy and employment. Economic infrastructure Rural economy.
4. To insure quality services to community by improving current infrastructure to sustainable levels	Improving financial viability			
5. To ensure sustainable spatial development 6. To create conducive environment for sustainable local	Resource manage infrastructure and service for access and mobility	Give specific attention and allocate sufficient resources to the high-priority challenges of: <ul style="list-style-type: none"> • Regional Co-operation • Sustainable Development and Climate Change • Black Economic Empowerment • The Informal Economy 	Ensure sustainable resource management and use	Transition to a low carbon economy. Spatial settlement planning. South Africa in the region and the world

economic development			Building of a developmental state including improving of public services and strengthening democratic institutions	
7. To insure quality services to community by improving current infrastructure to sustainable levels	Centralised developmental planning and implementation	Promote rural development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas	Comprehensive rural development strategy linked to land and agrarian reform and food security	Fighting corruption. Health
8. Promote environmental management system.	Effective asset management for safeguarding & optimal utilisation of council assets	Raise the effectiveness and efficiency of the developmental state by way of effective organisation structuring and recruiting, targeted training and the building of a culture of service and responsibility, integrated development management; and co-operation between all organisations in the development process	Intensify the fight against crime and corruption	
9. To achieve a well transformed and Integrated Organisation.	To develop & implement integrated management & governance systems Facilitate the review of powers and functions to obtain self-sustainability of the municipalities			A capable state. Social cohesion, nationality and transformation.
10.To ensure efficient administrative Support services	To attract, develop and retain human capital		Pursuing African advancement and enhanced international cooperation Strengthening of skills and human resource base	

5.2 STRATEGIC PLANNING SESSION 2018 ACTION PLAN

Institutional Transformation

KEY ISSUES	OUTPUTS		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2017/18	2018/19-2019/20	2020/22
Implementation of the organizational structure	<ul style="list-style-type: none"> • Council approves the structure • Address Placement of staff • Development of job descriptions 	<ul style="list-style-type: none"> • Implement the new structure 	<ul style="list-style-type: none"> • Review
Delegation of powers	<ul style="list-style-type: none"> • Develop delegations policy • Submit delegation to council for workshop • Develop delegation plan in terms of its hierarchy 	<ul style="list-style-type: none"> • Implement the delegation 	<ul style="list-style-type: none"> • Review
Oversight Committees	<ul style="list-style-type: none"> • Adherence to approved schedule 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing
Council policies & by-Laws	Implement existing policies Review some of the policies Develop and promulgate some of the by-laws	<ul style="list-style-type: none"> • Review policies • Review implementation of the by-laws 	<ul style="list-style-type: none"> • Review
Contract management and litigation	Develop contract register Review the contingent liabilities Develop standard SLA for all services rendered Engage SIU to release the report	<ul style="list-style-type: none"> • Implement 	<ul style="list-style-type: none"> • Review
Skills Development	Skills Audit Training plan (WSP)	<ul style="list-style-type: none"> • Implementation 	

Leave administration	Develop clock-in system Approve leave and absenteeism policy Policy to manage overtime	<ul style="list-style-type: none"> • Implementation 	<ul style="list-style-type: none"> • Review
Change Management	Develop a change management strategy Develop HR Strategy	<ul style="list-style-type: none"> • Implement the strategies 	<ul style="list-style-type: none"> • Reporting
ICT inadequacies	ICT Policy Recruitment and training of end users	<ul style="list-style-type: none"> • Implement 	<ul style="list-style-type: none"> • Review
Record management	Centralize record management	<ul style="list-style-type: none"> • Implement 	<ul style="list-style-type: none"> • review
<ul style="list-style-type: none"> • Lack of an integrated revenue enhancement strategy • Different Tariff system and some are not cost reflective • Decline in consumer payment rate 	<ul style="list-style-type: none"> • Review and update the Revenue enhancement strategy together with the Financial Recovery Plan • Appoint key staff related to implementation of revenue enhancement • Adopt Rates policy to be adopted • Diversify revenue sources • Establish Revenue Protection Committee • Develop an integrated system of finance between departments 	<ul style="list-style-type: none"> • Awareness programmes implemented • Adopt the new valuation roll for the entire municipality • Implement new tariffs • Implement an integrated billing system 	<ul style="list-style-type: none"> • Improved revenue and service delivery • Invest surpluses
<ul style="list-style-type: none"> • Billing data not updated • Late posting of statements (reliance on service providers) • Faulty Water and electricity meters to be replaced • No access to meters • Illegal connections are disconnected; 	<ul style="list-style-type: none"> • Update debtors book through the valuation roll process • Send sms to customers once billing is completed • Appoint the debt collectors • Council approval of the valuation roll and public participation process started • Develop writing-off of arrears policy to address outstanding and unrecoverable debts • Review the indigent policy and adopt one for the municipality • Develop incentive schemes for payment of services 	<ul style="list-style-type: none"> • Collect outstanding debts • Support the water conservation and management systems • Repair and install new meters • Implement prepaid meters 	<ul style="list-style-type: none"> • Improve credit rating • Implement revenue collection and management innovations

<ul style="list-style-type: none"> • Distribution losses • Consumer Debtors • Lack of sufficient audit Evidence due to status of accounting records 	<ul style="list-style-type: none"> • Tariff review to be cost reflective • Repair and install new meters(current project continues) • Implement prepaid meters • Install bulk and zonal meters • Fix leakages • Submit business plan to address aged infrastructure to address leakages 	<ul style="list-style-type: none"> • Recruit qualified staff and interns • Implement automated metering system • Increase revenue collection points and easy pay system • Improve ICT systems to render accounts and attend to queries 	revenue collection and management innovations
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3.9 Good Governance and Public Participation

KEY ISSUES	OUTPUTS		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2017/18	2018/19-2019/20	2020/22
Ensure council adopts a 5 Year IDP	<ul style="list-style-type: none"> • Review of the Vision and Mission Statement • Align the IDP and Spatial Development framework • Review the Financial Plan and align it with the Financial Recovery Plan • Submit Draft to Council by 31st March 2018 • Draft Final Revised IDP to Council by 31st May 2018 	<ul style="list-style-type: none"> • Submit the IDP process plan for council approval in September • Review of the IDP • Stakeholder consultations 	<ul style="list-style-type: none"> • IDP Reviews and monitoring

Audit queries related to the predetermined objectives Lack of PMS Policy Framework Lack of performance contracts and reviews	<ul style="list-style-type: none"> Revise the current SDBIP Submit mid term performance report to council Develop the PMs Policy for council approval Develop 2017/18 SDBIP Develop PAs for Managers 	<ul style="list-style-type: none"> Quarterly Performance reviews Cascade PMS to third reporting level (Divisional Heads) 	<ul style="list-style-type: none"> Cascade PMS to other lower reporting levels
Lack of buy-in in cascading of Performance to the lower level employees	<ul style="list-style-type: none"> PMS Framework Policy Revised and Adopted Consultations on cascading conducted 	<ul style="list-style-type: none"> PMS cascaded to 2nd lower reporting levels 	Continuous improvement of reporting IDP implementation & monitoring and evaluation
Lack of Integrated Risk Management Strategy Lack of Integrated Fraud Prevention and anti-corruption Strategy and Whistleblowing policy.	<ul style="list-style-type: none"> Integrated Enterprise-wide Risk Management Strategy developed Integrated Fraud and Prevention Policy , Strategy and Whistleblowing policy developed and implemented Ethics management programme developed 	<ul style="list-style-type: none"> Integrated Enterprise-wide Risk Management Strategy adopted and implemented Monitoring of fraud prevention and anti-corruption strategy 	<ul style="list-style-type: none"> Review and monitoring Review and monitoring of the Integrated Fraud and Prevention Policy, Strategy and Whistleblowing policy.
Lack Risk Maturity model	Risk Maturity model, Conduct trainings and improvement plan developed	Plan implemented	Assessment, Review and monitoring of the maturity of the Municipality
Disclaimer	<ul style="list-style-type: none"> Clean audit committee established Clean Post audit action plan Developed and implemented Audit Plan adopted by the Audit committee 	Monitoring and evaluation of the clean audit action plan	Monitoring and evaluation of the clean audit action plan
Poor Public Participation due to political differences 2 ward committees not established	<ul style="list-style-type: none"> Finalize the public participation policy Establish Sector Forums and development engagement plan with them (Farmers, Developers) 2 ward committees ??? 	<ul style="list-style-type: none"> Implement the policy 	<ul style="list-style-type: none"> Monitoring and evaluation

Challenge with Intergovernmental Relations <ul style="list-style-type: none"> Attendance of IDP Meetings Integrated Tourism support in the region Declared nodal points not supported 	<ul style="list-style-type: none"> Development of unemployed database Develop graduated database Develop SMME database Engagement plan with social partners Engage province and national about declared development nodes 	<ul style="list-style-type: none"> Implement the database working with LED unit Rollout bursary programme 	<ul style="list-style-type: none"> Monitoring and evaluation
Cross cutting issues <ul style="list-style-type: none"> HIV/AIDS Programmes Youth Development Education bursaries 	Mainstreaming of Focal groups	Ongoing	

3.10 Financial Viability

KEY ISSUES	OUTPUTS		
	SHORT TERM	MEDIUM TERM	LONG TERM
	2017/18	2018/19-2019/20	2020/22
<ul style="list-style-type: none"> Lack of an integrated revenue enhancement strategy Different Tariff system and some are not cost reflective Decline in consumer payment rate 	<ul style="list-style-type: none"> Review and update the Revenue enhancement strategy together with the Financial Recovery Plan Appoint key staff related to implementation of revenue enhancement Reviewed Rates policy to be adopted Diversify revenue sources Establish Revenue Protection Committee 	<ul style="list-style-type: none"> Awareness programmes implemented Adopt the new valuation roll for the entire municipality Implement new tariffs Implement an integrated billing system 	<ul style="list-style-type: none"> Improved revenue and service delivery Invest surpluses

	<ul style="list-style-type: none"> Develop an integrated system of finance between departments 		
<ul style="list-style-type: none"> Billing data not updated Late posting of statements (reliance on service providers) Faulty Water and electricity meters to be replaced No access to meters Illegal connections are disconnected; 	<ul style="list-style-type: none"> Update debtors book through the valuation roll process Send sms to customers once billing is completed Appoint of the debt collectors Council approval of the valuation roll and public participation process started Develop writing-off of arrears policy to address outstanding and unrecoverable debts Review the indigent policy and adopt one for the municipality Develop incentive schemes for payment of services 	<ul style="list-style-type: none"> Collect outstanding debts Support the water conservation and management systems Repair and install new meters Implement prepaid meters 	<ul style="list-style-type: none"> Improve credit rating Implement revenue collection and management innovations
<ul style="list-style-type: none"> Distribution losses Lack of sufficient audit Evidence due to status of accounting records 	<ul style="list-style-type: none"> Tariff review to be cost reflective Develop an Electronic records management system Repair and install new meters(current project continues) Implement prepaid meters Install bulk and zonal meters Fix leakages Submit business plan to address aged infrastructure to address leakages 	<ul style="list-style-type: none"> Recruit qualified staff and interns Implement automated metering system Increase revenue collection points and easy pay system Improve ICT systems to render accounts and attend to queries 	revenue collection and management innovations
<ul style="list-style-type: none"> Budget not cash funded Annual Financial Statements to be finalised Council is bankrupt 	<ul style="list-style-type: none"> Implement the supplementary valuation roll to improve collection Submission of the Annual Financial Statements Appoint debt collectors 	<ul style="list-style-type: none"> Consolidated budget approved Consolidated AFS submitted Improved audit outcomes(report) Implement debts 	Clean audit opinion Review

Finance Policies and By-Laws	<ul style="list-style-type: none"> • Approval of budget related policies • Review other finance related policies • Adoption of the finance/budget related by-laws • Public participation on policies and by-laws 	<ul style="list-style-type: none"> • Virement Policy • Assets management policy • Tariff book • Inventory policy, Tariff policy and indigent policy • Property rates policy • Credit control and debt collection by-law 	
Long Term Loans, contingent liabilities, and creditors owed	<ul style="list-style-type: none"> • Update creditors and debtors records by inviting them over to submit supporting documents • Implement Balance Sheet restructuring and optimisation programme(BASRO) • Comprehensive report on loans and contingent liabilities developed • Loans repayment restructured • Credit rating conducted based on the current loan exposure • Payment of Creditors strategy developed and implemented 	<ul style="list-style-type: none"> • Servicing loans • Creditors paid 	<ul style="list-style-type: none"> • Servicing loans • Creditors paid
<ul style="list-style-type: none"> • Lack or poor internal controls (records management, evidence etc) • Disclaimers Opinions • Poor DORA reporting and other conditional grants 	<ul style="list-style-type: none"> • Financial record management system to be developed • Audit Action Plan implemented • Monthly reporting to treasury and others done • Quarterly reporting to Council on grant funding • Implement the Post Audit Action Plan • Service provider appointed to resolve opening balances • Training of staff 	<ul style="list-style-type: none"> • Overhaul internal controls • Train councillors and officials on audit requirements • Improve reporting 	Clean audit
Assets not yet consolidated Lack of capacity to comply	<ul style="list-style-type: none"> • Review the asset policy • Approach SALGA for assistance or source external funding(partners) • Develop a consolidated assets inventory • Joint Assets committee to be established 	<ul style="list-style-type: none"> • Training of staff and committees • GRAP 17 compliance 	Clean audits

Non compliance with SCM Policy Need to improve supply chain turn around Alleged corruption in the SCM Processes Lack of value for money in the SCM	<ul style="list-style-type: none"> • Training of SCM personnel • Review approved SCM policy and manuals • Annual procurement plan adopted and implemented • Centralised secretariat services(Council Support) throughout the municipality to improve efficiency and record keeping 	<ul style="list-style-type: none"> • Training of staff • Support for SMMEs in procurement of goods and services • Identify fraud opportunities and mitigation • Act decisively on the cases of corruption • Implement value for money 	Local entrepreneurs supported
Revenue outflow due to Overtime, travel, telephone costs ,	<ul style="list-style-type: none"> • Adopt policies to manage all outflows • Enforce policies through delegations and discipline 	<ul style="list-style-type: none"> • Continuous implementations 	Continuous implementation

3.11 Basic Services and Infrastructure Development

KEY ISSUES	OUTPUTS		
	SHORT TERM (Amalgamation)	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2018/19-2019/20	2020/22
Private cars used as tools of trade Poor management of diesel Centralised fleet and equipment Lack of cars for service delivery(TLBs, Tractors,	<ul style="list-style-type: none"> • Audit of current equipment conducted • Fleet management policy revised • Business plans compiled for purchase of fleet and equipment. 	<ul style="list-style-type: none"> ▪ Purchase of fleet and equipment according to the needs • Purchase of Honey sucker truck. 	Maintenance

<p>Inadequate bulk supply of electricity(overloaded network) Shortage of electricity in some areas Unsafe substation Poor maintenance of high-mast lights Loss of electricity High eskom electricity bill</p>	<ul style="list-style-type: none"> • Business plan developed to access funding • Relevant department engaged • Update electricity Master Plan • Introduce pre-paid meters • Install zonal meters • MoU bween TLM and PPC (Substation upgrade) • Regula electricity maintenance 	<ul style="list-style-type: none"> • Capacity upgraded across the infrastructure Finalisation of Master Plan • Re-metering of electricity infrastructure • Upgrade electricity substations • Replace old cables • Maintain and install new high mast lights 	<ul style="list-style-type: none"> • Upgrade electricity substations • Replace old cables • Maintain and install new high mast lights
<p>Inadequate bulk water and sanitation supply Bulk water shortage Ageing infrastructure leakages Poor water reticulation Poor water quality management Blue and Green Drop compliances Regular sewer blockages</p>	<ul style="list-style-type: none"> • Develop the Water Services Development Plan • Review/Develop Maintenance Plans • Development of Groundwater for Thabazimbi and Regorogile • Train employees to manage treatment plans to comply with Blue/Green drop • Ensure adequate infrastructure planning to support the Spatial Development Framework and IDP • Submit a comprehensive business plan for bulk water and reticulation (RBIG and MIG) • Complete the Northerm WWTP • Finalize agreements for water testing with Magalies Water and chlorination • Implement water by-laws 	<ul style="list-style-type: none"> • Develop the water Conservation and Demand Management Strategy • Develop the Blue Drop Strategy • Develop the green drop improvement strategy • Conduct underground water studies • Revitalise and commission some of the boreholes • Upgrade the sewer network • Reduce water leakages by replacing pipelines between Thabazimbi pump station and reservoirs 	<ul style="list-style-type: none"> • Replace old infrastructure • Upgrade the water purification plant • Upgrade the waste water treatment plans • Augment water supply (more borewholes)

Poor Waste Management and Control Solid waste management collection in townships poor Not servicing business adequately Poor management of landfill sites Illegal dumping Cant provide service at illegally invaded land	<ul style="list-style-type: none"> • Education and awareness • Develop maintenance plans • Appoint supervisors for the monitoring of the services • Fence landfill site • Improve access plan at landfill sites • Develop plans for future growth • Recycling station • Enforce illegal dumping by-laws 	<ul style="list-style-type: none"> • Purchase more equipment • Train cooperatives for waste recycling 	Monitor and evaluation
Poor roads maintenance Lack of internal roads	<ul style="list-style-type: none"> • Develop and integrated road and storm master plan • Develop road maintenance plans • Develop new roads in accordance with the revised MIG programme • Reseal and upgrade other roads in accordance with the approved programme 	<ul style="list-style-type: none"> • Upgrade roads • Reseal roads 	<ul style="list-style-type: none"> • Upgrade roads • Reseal roads
Cemeteries are not all well maintained Regorogile Cemeteries getting full	<ul style="list-style-type: none"> • Develop maintenance plan • Burial management plan • Land for new cemetery 	<ul style="list-style-type: none"> • Purchase equipment • Use EPWP 	<ul style="list-style-type: none"> • Monitor and evaluate
Poor maintenance sports and recreational services	<ul style="list-style-type: none"> • Develop maintenance plan • Purchase equipment • Tariff for use of facilities 	<ul style="list-style-type: none"> • Develop new parks in other areas 	<ul style="list-style-type: none"> • Develop partnerships to manage parks
Poor management of parks due to shortage of staff and tools of trade	<ul style="list-style-type: none"> • Develop maintenance plans 	<ul style="list-style-type: none"> • Purchase equipment • Use EPWP 	<ul style="list-style-type: none"> • Monitor and evalaute
Implementation and monitoring of projects	<ul style="list-style-type: none"> • Regular reporting to council on all projects • Unblock projects 		
Traffic department Lack of cars No impoundment parks Trucks (no wiight bridge)	<ul style="list-style-type: none"> • Mobile weight bridge purchased • Develop impoundment camp • Implement new shift system 		

Fire and Disaster Management No disaster management center Insufficient fire services Limited communication with rural communities			
Landfill site and waste removal unauthorised dumping site	<ul style="list-style-type: none"> Leasing of trucks for landfill site Consultation with waste group and mines for assistance Boards for illegal Utilise EPWP and CWP Cleaning Campaign 	<ul style="list-style-type: none"> Bylaws must be promulgated acquisition of land in 	<ul style="list-style-type: none"> Procurement of fleet Licensing of landfill sites

3.12 Local Economic Development and Spatial Development

KEY ISSUES	OUTPUTS		
	SHORT TERM (Amalgamation)	MEDIUM TERM (Stabilisation)	LONG TERM Consolidation
	2017/18	2018/19-2019/20	2020/22
Reconfiguring the department	<ul style="list-style-type: none"> Rename the Department Development Planning Transfer of housing functions to DDP Transfer Municipal Buildings to DDP Move Game Management function to LED or parks 	<ul style="list-style-type: none"> Establish GIS bud-unit Move divisional head EPWP to LED Transfer outdoor advertising function to DDDP Recruit more staff 	Law enforcement Review strategies
Transgression of building and land use regulations Unauthorised land uses	<ul style="list-style-type: none"> Review of all building policies and by-laws. Redeployment of inspectorates in strategic areas. Building regulations unit capacitated and service d extended to all regions Appoint staff 	<ul style="list-style-type: none"> Building policies and by – laws review finalisation. Implementation of the by – laws and policies. 	Enforcement of the by – laws and policies.

Illegal erection of advertising boards	<ul style="list-style-type: none"> Develop policy Write to users to remove illegal board 	<ul style="list-style-type: none"> Implement policy 	Implement policy
Invasion of council land	<ul style="list-style-type: none"> Land audit Notices to remove illegal occupiers 	<ul style="list-style-type: none"> Reporting 	Reporting
Link between strategies (Housing, SDF, Water Infrastructure ,Waste etc)	Workshop all the policies for integration and engage external stakeholders about the plans for buy-in	Final document of the SDF, HSP and the LUS	Implementation of the SDF, HSP and LUS
Registration of Title Deeds of subsidised and old municipal houses.	<ul style="list-style-type: none"> Conduct audit of home ownership Register of RDP beneficiaries compiled 	Application of Title Deeds of all subsidised houses.	Finalisation of Title Deeds of all subsidised and old municipal houses.
Unblocking of old housing projects	<ul style="list-style-type: none"> Re- submit the request for the closing – off of old housing project to the provincial department. Audit of RDP projects conducted. 	Prioritisation of projects to be closed – off.	Final close – off of old housing projects.
Illegal invasion of land	Applications and monitoring of pre-emptive Court Orders	Court Order and By-laws enforced	By-laws enforced
Shortage of accommodation for the gap market	<ul style="list-style-type: none"> Development of Social Housing and CRU Project Review of all Business Plans for rental stock. Status quo report compiled. 	Application for funding of all rental stock project (Social Housing and CRU)	Implementation of rental stock of Social Housing and CRU.
Review and implementation of policies	<ul style="list-style-type: none"> Implement the Investment and marketing strategy Review SDF Incorporate tariffs on the building by-law Implement tuck shop policy Implement outdoor advertising policy Implement LED strategy 	<ul style="list-style-type: none"> Review Thabazimbi Land use Management scheme Review SPLUMA by-law Review and implement tourism strategy Review and implement agric strategy 	
Municipal properties	<ul style="list-style-type: none"> Lease municipal properties at market value Review existing farm leases to derive value for money 	<ul style="list-style-type: none"> Game management and possible disposal or outsourcing 	
Marketing	<ul style="list-style-type: none"> Resuscitate of wild fees and ketapele as major annual municipal events 		

6. SECTION F: PROJECT PHASE and BUDGET SUMMARY PER KPA

6.1 SECTOR DEPARTMENTS AND MINE PROJECTS

PROJECTS BY OTHER SECTORS: PLANNING AND HOUSING														
PRIORITY NO: 2														
PROJE CT	PRIO RITY	PROJECT NAME	PROBLEM DESSCRIPTIO N	LOCATI ON/WAR D	KPI	TARGET	MTEF						FUNDER	
							Short Term 2018/19		Medium Term 2019/2021		Long Term 2021/22			
							Annual Target	Estimated Cost	Annual Target	Estimate d Cost	Annual Target	Estimat ed Cost		
	2	Formalization of informal settlements	Informal settlement	3	Formalisation of Schilpadnest “Smash block”	Formalisation of the Smash- block	Geotechnical Studies	R500 000						Housing Develop ment Agency
				2	Formalisation of Rooiberg ext 2	Formalisation of Rooiberg	Enumeration survey							
				4	Formalisation of Raphuti village		Formalisatio n of the Smash-block						Housing Develop ment Agency	
				9	Formalisation of Regorogile Informal Settlement									
				1	Formalisation of Dwaalboom Informal Settlement	Formalisation of Dwaalboom								
		Completion of Township Establishment Projects	Incomplete township establishment projects	7	Finalisation of township establishment of Northam Ext 20	100% proclamation	R 200 806						MISA	

				7	Completion of establishment of Leeupoort Ext 7	100% Proclamation							COGHST A
PED01.		Tenure upgrade			Regorogileextension 3, 4 and 5	1500	R1. 7m						
					Rooiberg Ext2	Tittle Deeds to be transferred to beneficiaries							
					Leeupoort Ext 7	229 Houses to be transferred to the beneficiaries							
		Construction of RDP housing			2018/19 allocation	300 allocation for top structure							COGHTS A

KPA	PROJECT	PRIORITY	FUNDER	BUDGET		
				2018/19	2019/20	2020/21
	Krause Primary School upgrades and additions	6	Dept. of Education	R8 590 000		
	Softball – Club development	10	Dept. of Sports, Art & Culture	R84 000		

KPA	PROJECT	PRIORITY	FUNDER	BUDGET		
				2018/19	2019/20	2020/21
	Capacity building for artists	10	Dept. of Sports, Art & Culture	R205 000		
	Development and support for artists	10	Dept. of Sports, Art & Culture	R100 000		
	Creation of work opportunities	3	Dept. of Social Development	R501 539		
	Social Relief for 170 beneficiaries	6	Dept. of Social Development	R131 279		
	ECD and Partial care – Subsidise 11 children through equitable share	6	Dept. of Social Development	R898 470		
	Fund one (1) child and youth centre	6	Dept. of Social Development	R1 080 000		
	Community Based Care Services for children – put 225 children through ISIBINDI model	6	Dept. of Social Development	R334 775		
	Fund one (1) Victim Empowerment Programme Centre	6	Dept. of Social Development	R167 500		
	Institutional capacity building and support for 18 NPOs	6	Dept. of Social Development	R3 318 450		
	Animal production (Piggery) mixed farming, Poultry production, professional cookery	3	Dept. of Rural Development & Land Reform	R171 000		
	Thabazimbi Main Substation Upgrade in Thabazimbi Town	5	Dept. of Energy	R13 000 000	-	-
	Construction of 5 km 11 kV over-headline to supply Regorogile Ext 8 and 11	5	Dept. of Energy	-	R7 000 000	-

KPA	PROJECT	PRIORITY	FUNDER	BUDGET		
				2018/19	2019/20	2020/21
	Sentraal Substation Upgrade in Thabazimbi Town	5	Dept.of Energy	-	-	R28 000 000
	Marakele working for ecosystem-100 people -Land rehabilitation through bush clearing, ponding and branch packing	3	Marakele San Parks	R5 742 021.12		
	Marakele working for water- 20 people - Alien plant control	3	Marakele San Parks	R1 497 302.72	-	-
	Working for wetland- Wetland rehabilitation and erosion control	3	Marakele San Parks	R1 542 348.68	-	-
	Upgrade of offices and construction of a reception	2	Marakele San Parks	-	R5 000 000	
	Enhancing the equipment at Spitskop Special Needs School, Thabazimbi	6	Northam Platinum Mine	R1 000 000		
	Repairing and enhancing equipment at Chromite Primary School, Smashblock, Thabazimbi	6	Northam Platinum Mine	R700 000		
	Rebuilding the Koedoeskop Road	5	Northam Platinum Mine	R5 000 000		
	Installation of CCTV cameras in Northam for crime prevention	9	Northam Platinum Mine	R1 500 000		
	Restoration of Services to the community(Reduction of water and sewer leaks and patching of potholes	5	Northam Platinum Mine	R2 000 000		
	Repairing the buildings at Mabogopedi High School, Thabazimbi	4	Northam Platinum Mine	R5 000 000		

KPA	PROJECT	PRIORITY	FUNDER	BUDGET		
				2018/19	2019/20	2020/21
	Contribution to the installation and repairs of electricity meters		Northam Platinum Mine	R5 000 000		
	Construction of 10ml Reservoir at Regorgile		AngloAmerican (Amandelbult)	R4 400 000		
	Northam Waste Water Treatment Plant		AngloAmerican (Amandelbult)	R84 000 000		
	Thabazimbi Underground Water provision		AngloAmerican (Amandelbult)	R15 000 000		
	Upgrading of Northam Soccer Field		AngloAmerican (Amandelbult)	R6 000 000		
	Northam Collocation		AngloAmerican (Amandelbult)	R5 000 000		
	Support to learner development		AngloAmerican (Amandelbult)	R15 000 000		
	Support to improving health services in schools		AngloAmerican (Amandelbult)	R2 400 000		
	ECD leadership and character building		AngloAmerican (Amandelbult)	R14 900 000		
	Thekganang Technical School refurbishment		AngloAmerican (Amandelbult)	R4 000 000		
	Electricity switch gear		PPC Mine	R3 000 000		
	Electricity Substation		PPC Mine	R3 000 000		
	Dwaalboom clinic		PPC Mine	R600 000		
	Upgrading of public amenities		Siyanda Bakgatla Platinum Mine	R4 000 000		
	Water provision for Regorogile		Kumba Iron Ore	R1 000 000	R500 000	-
	Substations		Kumba Iron Ore	R100 000	-	R600 000
	Youth Development		Kumba Iron Ore	R100 000	R100 000	R100 000
	Disaster Management Centre		Kumba Iron Ore	R500 000	R250 000	R250 000
	Horticulture		Kumba Iron Ore	R1 500 000	R1 000 000	R1 000 000
	Agro- processing		Kumba Iron Ore	R500 000	R500 000	R250 000
	Mining Tourism		Kumba Iron Ore	R1 000 000	R1 500 000	R500 000
	Resort and wildlife ranching		Kumba Iron Ore	R250 000	R500 000	R500 000
	Business Hub		Kumba Iron Ore	-	R1 000 000	R1 000 000

KPA	PROJECT	PRIORITY	FUNDER	BUDGET		
				2018/19	2019/20	2020/21
	Paving of Northam internal streets		Chronimet Mine	R3 404 081		
	Raphuti and Northam installation of high mast lights		Chronimet Mine	R2 450 000		
	Regorogile Ext 3 Paving of internal street		Kumba	R5 000 000		
	Spaza shop (LED legacy)		SIOC			
	Mabogopedi Multipurpose Hall		Godisang Thabazimbi Trust	R 6 390 492.		
	Chrome Mine Primary School		Godisang Thabazimbi Trust	R 12 389 636.		
	Groenvlei High School		Godisang Thabazimbi Trust	R 12 587 160.		
	Renovation of Sports Grounds		Godisang Thabazimbi Trust	R8 882 017.85		
	Thabazimbi Taxi Rank		Godisang Thabazimbi Trust	R 8 882 017.85		
	Northam Clinic		Godisang Thabazimbi Trust	R 14 000 000		
	Construction of Civic Centre Building				R80 000 000	
	Replacement of Water Meters		MISA	R3 500 000		
	Upgrading of Thabazimbi Bulk Water supply pipeline and pumpstation		RBIG	R97 000 000		
	Upgrading of Bulk Water Supply pipeline between Rooiberg and Thabazimbi		RBIG	R80 000 000		
	Reseal and upgrading of roads in Northam CBD			R2 000 000		
	Ysterberg Primary School/Community Hall		Dikuno tsa Sechaba			
	Residential Development Project – Regorogile – Propsed Township Establishment on Portion 6 of Farm Apiesdoorn 318KQ.		Moloto Eco-Developments			

KPA	PROJECT	PRIORITY	FUNDER	BUDGET		
				2018/19	2019/20	2020/21
	Resealing of streets in Rooiberg and Thabazimbi Ext 2 – 1 st phase		Private	R2 000 000		
	War against potholes		Private	R450 000		
	Water master plan to be revised and updated		Private	R180 000		

6.2 PROJECTS PER KPA IN MTEF (2018/19)

KPA 1: SPATIAL DEVELOPMENT Z

KPA 1: SPATIAL RATIONALE

STRATEGIC OBJECTIVE: "PROMOTE INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT AND AGRARIAN REFORM"

PROJECT NO	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION/WARD	KPI	TARGET	MTEF						Funder
							Short Term		Medium Term		Long Term		
							2018/19		2019/21		2021/22		
Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost								
PED/SR/001		Building Control and Management	Lack of compliance with National Building Regulations and Standards Act 103 of 1977	ALL	Turnaround time in processing building plans from date of submission by applicant	21 working days for processing of building plans from date of submission by applicant	N/A	N/A	N/A	N/A	N/A	N/A	TLM

					Number of Building Awareness Campaigns held	2							
PED/SR/002		Establishment of Thabazimbi Housing and Property Owners Lekgotla	Mushrooming informal settlements on private property and dilapidated(unmaintained) houses	All	Number of Land and Property Lekgotlas held	2	N/A	N/A	N/A	N/A	N/A	N/A	TLM
PED/SR/003		Implementation of SPLUMA, 2013	Noncompliance with SPLUMA	N/A	% Review of the TLM SDF	100 % Review of the TLM SDF	R1m	N/A	N/A	N/A	N/A	N/A	TLM
					% Review of the LUMS	100 % Review of the LUMS	R1m	N/A	N/A	N/A	N/A	N/A	
					Turnaround time in processing land use and land development applications from date of submission	28 working days for processing of land use and land development application from date of submission	N/A	N/A	N/A	N/A	N/A	N/A	

					by applicant	n by applicant							
PED/SR/ 004		Completion of Township Establishment Projects	Incomplete/pending township establishment projects	Ward 7	% in completion of township establishment of Northam Ext 16 (proclamation)	100%	R800 00	N/A	N/A	N/A	N/A	N/A	TLM
				Ward 9	% in completion of township establishment of Regorogile Ext 9	100%	R100 0 000	N/A	N/A	N/A	N/A	N/A	
				Ward 12	% in completion of township establishment of Thabazimbi Ext 58 (TLM Civic Center)	100%	R80 000	N/A	N/A	N/A	N/A	N/A	

PED/SR/005		Township Establishment of Rosseauspoot 319 KQ	Demand for new formalised townships for various income groups	Ward 1	% in township Township Establishment of Rosseauspoot 319 KQ	100%	R1m	R2m	R4m	R4m	N/A	N/A	TLM
PED/SR/006		Formalisation of Skierlik Informal Settlements	Informal settlements	Ward 1	% in completion of Formalisation of Skierlik Informal Settlements	100%	R500 000	R500 000	N/A	N/A	N/A	N/A	TLM
PED/SR/007		Acquisition of Land	All	N/A	Number of land parcels acquired	2	N/A	N/A	N/A	N/A	N/A	N/A	TLM
PED/SR/008		Thabazimbi Housing Sector Plan	Non compliance with the Municipal Systems Act, 2000	N/A	Initiatives towards acquisition of funds for development of housing sector plan	12	N/A	N/A	N/A	N/A	N/A	N/A	TLM

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

TECHNICAL SERVICES MIG PROJECTS 2018/19 FINANCIAL YEAR

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS -1	Roads	Northam Ext 7 Paving of Internal Street Phase 1	Poor internal road network resulting in limited accessibility	7	Km of roads paved	2.5	2.5	R7 295 940	-	-	-	-	MIG
TBS-2	Roads	Northam Ext 7 Paving of Internal Street Phase 2	Poor internal road network resulting in limited accessibility	7	Km of roads paved	2.5	2.5	R7 560 000	-	-	-	-	MIG
TBS-3	Roads	Raphuti paving of Internal Street	Poor internal road network resulting in limited accessibility	4	Km of roads paved	1.9	1.9	R5 400 000	-	-	-	-	MIG
TBS-4	Community Services	Northam Upgrading of Sports facility	Ageing infrastructure	8	Nr of sport facilities upgraded	1	1	R10 800 000	-	-	-	-	MIG

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS-5	Roads	Upgrading of Doornhoek /Medivet Road	Poor Internal Road Network Resulting In Limited Accessibility	2	Km Of Roads Paved	1.2	-	-	1.2	R4 000 000	-	-	MIG
TBS-6	Community Services	Upgrading of Northam Cemetery	Poor ablusion, safety and security at the cemetery	8	Number of cemeteries upgraded	1	-	-	1	R1 500 000	-	-	MIG
TBS-7	Community Services	Construction of new Cemetery at Regorogile	Old cemetery has reached its capacity	4	Number of cemeteries constructed	1	-	-	1	R1 500 000	-	-	MIG
TBS-8	Community Services	Construction of Northam Landfill Site Phase 1	Poor solid waste management in Northam	8	Nr of landfill sites constructed	1	-	-	1	R1 366 600	1	R5 000 000	MIG
TBS-9	Electricity	Skierlik Installation Of High Mast Lights	Insufficient Visibility Due To Non-Availability Of High Mast Lights	1	Number Of High Mast Lights Installed	2	-	-	2	R900 000	-	-	MIG
TBS-10	Electricity	Rooiberg Installation of High Mast Lights	Insufficient Visibility Due To Non-Availability Of High Mast Lights	2	Number Of High Mast Lights Installed	2	-	-	4	R900 000	-	-	MIG

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS-11	Community Services	Upgrading of Rooiberg cemetery	Poor ablution, safety and security at cemetery	2	Number of cemeteries upgraded	1	-	-	1	R900 000	-	-	MIG
TBS-12	Roads	Northam Ext 2 Paving of internal streets	Poor Internal Road Network Resulting In Limited Accessibility	7	Km Of Roads Paved	2.5	-	-	2.5	R8 500 000	-	-	MIG
TBS-13	Roads	Regorogile Ext 5 Paving of internal streets Phase 2	Poor Internal Road Network Resulting In Limited Accessibility	1	Km Of Roads Paved	1.2	-	-	1.2	R6 000 000	-	-	MIG
TBS-14	Roads and Stormwater	Upgrading of Stormwater management system at Regorogile	Poor Stormwater management system	9,10	KM of stormwater system upgraded	1	-	-	1	R6 000 000	-	-	MIG
TBS-15	Sanitation	Construction Of Vip Toilets In Rooiberg, Skierlik and Meriting	The Current Pit Latrines Have A Potential Of Polluting The Environment	2,1,9	Number Of VIP Toilets Installed At Informal Settlements	1 200	-	-	-	-	1 200	R7 500 000	MIG
TBS-16	Roads	Northam Ext 5 Paving of internal streets Phase 2	Poor Internal Road Network Resulting In Limited Accessibility	7	Km Of Roads Paved	2	-	-	-	-	2	R8 000 000	MIG

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS-17	Community Services	Upgrading of Thabazimbi landfill site	Poor solid waste management in Thabazimbi	2	Nr of landfill sites upgraded	1	-	-	-	-	1	R3 785 400	MIG
TBS-18	Electricity	Raphuti Installation of High Mast Lights Phase 2	Insufficient Visibility Due To Non-Availability Of High Mast Lights	2	Number Of High Mast Lights Installed	2	-	-	-	-	2	R900 000	MIG
TBS-19	Roads	Rooiberg Paving of Internal Streets	Poor Internal Road Network Resulting In Limited Accessibility	2	Km of roads paved	2	-	-	-	-	2	R8 000 000	MIG
TBS- 20	Water	Thabazimbi upgrading of water network	Ageing infrastructure	2,9,10 and 12	Number of households provided with sustainable water supply	11 000 households	-	-	8 250	R40 000 000	2 750	R30 000 000	TLM
TBS- 21	Water	Regorogile Ext 5 Water Supply	Improve Pressure Head For Supply Of Water To Higher Lying Areas	9,10,12	Number Of Booster Pumps installed	1	-	-	1	R5 000 000			WSIG

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS -22	Water	Upgrading of Water Supply in Rooiberg	Development Of Groundwater For Rooiberg	2	Number Of New Boreholes Developed, Equipped And Reticulation Extension	1	-	-	1	R7 400 000	-	-	WSIG
TBS -23	Water	Leeupoort/ Raphuti Water Supply	Develop Boreholes To Supply Water To Leeupoort And Raphuti	4	Number Of Purification Package Plants Installed	1	-	-	1	R5 400 000	-	-	WSIG
TBS -24	Water	Development Of Groundwater For Thabazimbi And Regorogile	High Water Demand	2,9,10, 12	Number Of New Boreholes Developed, Equipped And Reticulation Extension	7	-	-	2	R6 000 000	2	R5 300 000	WSIG
TBS -25	Water	Review Of Water Conservation And Demand Management Strategy (Wcwdm)		All		1	-	-	1	R1 500 000	-	-	TLM

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS -26	Water	Elevated Storage Tank	Low Pressure Head For Supply Of Water To Higher Lying Areas	1,9,10,12	KI Of Additional Storage Created	200	-	-	140	R4 600 000	60	R2 500 000	TLM
TBS -27	Water	Review Water Services Development Plan	Poor Water Resources And Demand Planning	All	Number Of Wsdps Reviewed	1	-	-	1	R1 500 000	-	-	TLM
TBS -28	Water	Development Of Water Safety Plans- (Blue And Green Drops)	Inefficient Water Management And Non-Compliance To Blue Drop And Green Drop Certification	All	Number Of Safety Plans Reviewed	1	-	-	1	R1 026 000	-	-	TLM
TBS -29	Water	Domestic Water Meter Replacements Phase 2	Water Meters Are Not Read And Resulting In Loss Of Revenue	2, 7 And 8	Number Of Domestic Water Meters Replaced	2 500	-	-	2 500	R4 000 000			TLM
TBS -30	Water	Thabazimbi And Northam Upgrading	Poor Water Distribution In The Water Network As A Result Of	2, 7, 8	Km Of Pipes Replaced	5	-	-	3	R10 000 000	2	R5 000 000	TLM

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
		Of Water Reticulation	Ageing Infrastructure										
TBS -31	Sanitation	Northam Construction Of A New WWTW	No WWTW In Northam	7 And 8	ML/Day Of New Waste Water Treatment Capacity Created	1	-	-	-	-	1	R84 000 000	ANGLO AMERICAN
TBS -32	Sanitation	Construction Of Vip Toilets In Rooiberg, Skierlik, Dwaalboom, Jabulani, Phatsima	The Current Pit Latrines Have A Potential Of Polluting The Environment	2,1,3, 4,6	Number Of Vip Toilets Installed At Informal Settlements	1300	-	-	800	R7 213 400	500	R5 500 000	TLM
TBS -33	Sanitation	Construction Of Communal Ablution Facility (Phatsima, Mamoraka, Skierlik, Apiesdoorn) – Phase 2	The Current Pit Latrines Have A Potential Of Polluting The Environment	1,4,9	Number Of Communal Ablution Facilities Constructed	3	-	-	1	R2 000 000	2	R2 500 000	TLM

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRIATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS -35	Electricity	Northam Installation Of High Mast Lights	Insufficient Visibility Due To Non-Availability Of High Mast Lights	7,8	Number Of High Mast Lights Installed	4	-	-	4	R2 400 000	-	-	MIG
TBS -36	Electricity	Energy Efficiency Demand Side Management - Northam	No Mechanism Demand Side Management	All	Number Of Lights Retrofitted With Energy Savings Fitting And Bulbs	300	-	-	-	-	300	R6 000 000	TLM
TBS -37	Electricity	Schilpadnest Electrification Of Informal Settlement	Households Without Electricity	3	No Of Hh Electrified	4500 Households	-	-	2250	R18 500 000	2250	R19 000 000	TLM
TBS -38	Roads And Stormwater	Regorogile Ext 3 Paving Of Internal Streets	Poor Internal Road Network Resulting In Limited Accessibility	9,10,12	Km Of Roads Paved	2.5	-	-	-	-	25	R8 400 000	MIG
TBS -39	Roads And Stormwater	Rooikuispruit Storm Water Control Measures	Poor Storm Water Control	2	Km Of Stormwater Channel/Inlet Pipes Constructed	6km	-	-	3	R 7 000 000	3	R 8 000 000.00	TLM

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS-40	Roads And Stormwater	Eland Street Bridge Upgrade	Poor Storm Water Control	2	Number Of Bridges Upgraded	2	-	-	1	R1 000 000	1	R4 000 000	TLM
TBS- 41	Roads And Stormwater	Deena Street Bridge Upgrade	Poor Storm Water Control		Number Of Bridges Upgraded	2	-	-	1	R1 000 000	1	R4 000 000	TLM
TBS -42	Roads And Stormwater	Development Of Roads And Storm Water Master Plan	Poor Planning And Budgeting	All		1	-	-	1	R1 500 000	-	-	TLM
TBS -43	Roads And Stormwater	Leeupoort Upgrading Of Stormwater Channel	Poor Storm Water Control	4	Km Of Storm Water Channel/Inlet Pipes	3km	-	-	3	R6 000 000			TLM
TBS -44	Roads And Storm water	Thabazimbi Construction Of New Tarred Roads	Poor Internal Road Network Resulting In Limited Accessibility	2,9, 10 & 12	Km Of New Tarred Roads Constructed	4.6	-	-	1.2	R5 000 000	3.4	R15 000 000	TLM

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
STRATEGIC OBJECTIVES: TO ENSURE THE PROVISION OF AN APPROPRATE LEVEL OF BASIC SERVICES AND THE REQUIRED INFRASTRUCTURE TO EFFECTIVELY MANAGE THE COMMUNITY NEEDS													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	WARD	KPI	TARGET	MTEF						FUNDER
							Short Term 2018/19		Medium Term 2019/20		Long Term 2020/21		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
TBS-45	Roads And Storm water	Paving of sidewalk and cycle lane		1,2,9,10 & 12	Km of sidewalk paved	10km	-	-	-	-		R10 000 000	TLM
TBS- 46		Integrated Waste Management Plan											Godisang Trust
TBS -47	Sport And Recreation	Upgrading Of Sport And Recreation Facilities	Ageing Infrastructure	2,4,7,8	Number Of Sport And Recreation Facilities Upgraded	3	-	-	-	-	3	R10 000 000	TLM

KPA 3: LOCAL ECONOMIC DEVELOPMENT

KPA 3													
STRATEGIC OBJECTIVE: TO CREATE AN ENBLING ENVIRONMENT FOR ECONOMIC GROWTH AND SUSTAINABILITY													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION/WARD	KPI	TARGET	MTEF						Funder
							Short Term 2018/19		Medium Term 2019/21		Long Term 2021/22		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
PEDLED/001	3	Facilitation of Youth Development Indaba	Youth unemployment and lack of support	All	Number of Youth Development Indaba facilitated	1	1	N/A	1	N/A	1	N/A	Partnership with private sector
PEDLED/002	3	Facilitation of Agricultural Support	Lack of agricultural support	All	Number Agricultural Working Groups Meetings facilitated	2	2	R50 000	4	R100 000	4	R110 000	TLM
	3				Number of Cooperatives incubated	2	2	N/A	4	N/A	6	N/A	N/A
					Number of cooperatives/schemes resuscitated	4	4	N/A	5	N/A	5	N/A	N/A
PEDLED/003		Resuscitation of the TLM Botswana Memorandum of Agreement	Inadequate IGR	All	Number of initiatives implemented through Partnership	1	1	R50 000	1	N/A	1	N/A	N/A

KPA 3													
STRATEGIC OBJECTIVE: TO CREATE AN ENBLING ENVIRONMENT FOR ECONOMIC GROWTH AND SUSTAINABILITY													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION/WARD	KPI	TARGET	MTEF						Funder
							Short Term 2018/19		Medium Term 2019/21		Long Term 2021/22		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
PEDLED/004		Facilitation of Strategic Partnerships	Lack of strategic partnerships	N/A	Number of signed MoU /SLA /ToR through strategic partnerships towards local economic development	2	2	N/A	2	N/A	2	N/A	N/A
\		Women & People with Disabilities Recycling Cooperative	Poverty and unemployment	Ward 2	Number of women & people with disabilities Recycling Cooperative facilitated in Regorogile	2	R10 000	N/A	N/A	N/A	N/A	2	TLM
				Ward									
				Ward									
PEDLED/005		Establishment	Unemployment	Ward 4	Number of Youth Game	1	1	N/A	1	N/A	1	N/A	N/A

KPA 3													
STRATEGIC OBJECTIVE: TO CREATE AN ENBLING ENVIRONMENT FOR ECONOMIC GROWTH AND SUSTAINABILITY													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION/WARD	KPI	TARGET	MTEF						Funder
							Short Term 2018/19		Medium Term 2019/21		Long Term 2021/22		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
		Raphuti Game Farming Youth Cooperative			Cooperatives established in Raphuti								
PEDLED/006		Local Business Advisory Centers in Northam and Thabazimbi	Insufficient capacitation and support of youth	Ward 7	Local Business Advisory Centers established (Northam & Thabazimbi)	2	2	N/A	N/A	N/A	N/A	N/A	N/A
				All Wards	Implementation of the LIBRA	2	2	N/A	N/A	N/A	N/A	N/A	
PEDLED/007		SMME Support	Support to emerging SMME	All wards	# of business skills Trainings/Workshops facilitated	4	N/A	N/A	N/A	N/A	N/A	N/A	TLM & Sector Departments
					Number of Youth, Women & People with Disabilities SMMEs linked to mentorship programmes	5	N/A	N/A	N/A	N/A	N/A	N/A	

KPA 3													
STRATEGIC OBJECTIVE: TO CREATE AN ENBLING ENVIRONMENT FOR ECONOMIC GROWTH AND SUSTAINABILITY”													
PROJECT NO.	PRIORI TY	PROJECT NAME	PROBLEM DESCRIPTI ON	LOCATION/W ARD	KPI	TARG ET	MTEF						Funder
							Short Term 2018/19		Medium Term 2019/21		Long Term 2021/22		
							Annu al Targ et	Estimat ed Cost	Annu al Targ et	Estimat ed Cost	Annu al Targ et	Estimat ed Cost	
					# of SMMEs assisted with market linkages	5	N/A	N/A	N/A	N/A	N/A	N/A	
PEDLED/ 008		Facilitation of funding for constructio n of Market Stalls	Support to informal sector	Ward 2	Number of initiatives facilitated towards sourcing of funds for the construction of market stalls	8	8	N/A	N/A	N/A	N/A	N/A	TLM
PEDLED/ 009		Promotion of Tourism	Tourism support	Ward 2 & 10	Number of Wildfees Game Expo & Sports resuscitated	1	N/A	N/A	N/A	N/A	N/A	N/A	TLM
					Number of Ketapele Jazz Festivals resuscitated	1	N/A	N/A	N/A	N/A	N/A	N/A	
					Number of Tourism Indaba Facilitated	1	1	R50 000/A	1	R100 000	1	R100 000	
					Reports on the Operation of	4	4	N/A	N/A	N/A	N/A	N/A	

KPA 3													
STRATEGIC OBJECTIVE: TO CREATE AN ENBLING ENVIRONMENT FOR ECONOMIC GROWTH AND SUSTAINABILITY													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION/WARD	KPI	TARGET	MTEF						Funder
							Short Term 2018/19		Medium Term 2019/21		Long Term 2021/22		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
					Municipal owned game farms								
PEDLED/008		Arts & Crafts Market Saturdays	Promotion of arts and crafts	Ward 12	Facilitation of Arts and Crafts Saturdays	4	4	N/A	4	N/A	4	N/A	N/A
PEDLED/009		Thabazimbi Mining Forum	Uncoordinated partnership with existing mining houses to support local economic development	N/A	Number of mining forums held	4	4	N/A	4	N/A	4	N/A	N/A
PEDLED/010		Monitoring of Social Labour Plan (SLP) projects	Unmonitored SLP projects	N/A	# of Reports on SLP implementation reported to Council	4	4	N/A	4	N/A	4	N/A	TLM

KPA 3													
STRATEGIC OBJECTIVE: TO CREATE AN ENBLING ENVIRONMENT FOR ECONOMIC GROWTH AND SUSTAINABILITY"													
PROJECT NO.	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTION	LOCATION/WARD	KPI	TARGET	MTEF						Funder
							Short Term 2018/19		Medium Term 2019/21		Long Term 2021/22		
							Annual Target	Estimated Cost	Annual Target	Estimated Cost	Annual Target	Estimated Cost	
PEDLED/011		Job Creation	Poverty and unemployment	N/A	% of youth employment reduced by 30th June 2019	8%	8%	N/A	12%	N/A	15%	N/A	TLM
PEDLED/012		Thabazimbi Stakeholder Forum	Unco-ordinated partnership with stakeholders	N/A	Number of stakeholders forum held	4	4	N/A	\$	N/A	4	N/A	TLM

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

		KPA 4: FINANCIAL VIABILITY AND MANAGEMENT													
		STRATEGIC OBJECTIVES: TO ENSURE RESTORATION OF EFFECTIVE FINANCIAL MANAGEMENT, VIABILITY AND ACCOUNTABILITY													
PROJEC T NO.	PRIORIT Y	PROJECT NAME	PROBLEM DESCRIPTION	LOCATIO N/ WARD	KEY PERFORMAN CE INDICATOR (KPI)	TARGE T	MTEF							Funde r	
							2018/19		2019/20		2020/21				
							Annu al target	Cost estimate		Cost Estimate					
								Cape x	Ope x	Ca p	Op e	Ca p	Op e		
TFV- 1	Budget and Treasury	Office space renovation/reconstruct ion	Inadequate office space	All	Number of adequate office units	30	30	R800 000							TLM
TFV - 2	Budget and Treasury	Office Equipment	Shortage of equipment	All	Quantity of office equipment	70	70		R1 mil						TLM
TFV- 3	Budget and Treasury	Bank reconciliations	Backlog/incompl ete bank reconciliations	All	Number of monthly bank reconciliations completed	9	9		R15 0 000						TLM
TFV - 4	Budget and Treasury	Completion of annual financial statements	Inadequate personnel to complete in- house AFS	All	Accurate and reliable AFS completed	NA	NA				R1 mil				TLM
TOTAL							R800 000		R1 050 000	R1 mil					

GRAND TOTAL							R2 850 000			
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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
		STRATEGIC OBJECTIVES: 1.ENSURE THAT THERE ARE FUNCTIONAL AND ACCOUNTABLE GOVERNANCE AND MANAGEMENT STRUCTURES. 2. STRENGTHEN PUBLIC ENGAGEMENT												
PROJE CT NO	PRIORITY	PROJECT NAME	PROBLEM DESCRIPTI ON	LOCATIO N/ WARD	KEY PERFORMAN CE INDICATOR (KPI)	TARG ET	MTEF							Fund er
							2018/19			2019/20		2020/21		
							Annu al target	Cost estimate		Cost Estimate				
							Cape x	Opex	Ca p	Ope	Ca p	Ope		
TGG - 1	MM	Civic Centre	Inadequate office space		Number of Civic Centre to be build	1				R80 000 0 000				
TGG - 2	IDP	IDP Public Participation Processes	Poor attendance of IDP meetings by the community	All	Number of consultations	2	2		R450 000		R1 400 000		R1 600 000	TLM
TGG - 3	IDP	Printing of IDP document.	Inadequate access to information	All	Number of IDP documents printed	200 copies	200		R300 000		R400 000		R500 000	TLM

TGG - 4	PMS	Printing of SDBIP	Inadequate access to information	All	Number of SDBIP Copies Printed	200 copies	200		R150 000	200	R200 000	200	R250 000	TLM
TGG - 5	Communication	Production of Newsletters	Ineffective communication	All	Number of newsletters produced quarterly	4	4		R500 000		R550 000		R600 000	TLM
TGG - 6	Communication	Branding & Marketing Material	Inadequate municipal visibility and image	All	Number of branding and material bought	10	10	R1 600 000		-		-		
TGG - 7	Office of the Mayor	Mainstreaming of all focal groups (Youth day, Heritage day, Disability Day, HIV, Human Rights, Women Day, Family Day)	Inadequate mainstreaming	All	Number of awareness campaigns	10	10		R1 200 000		R1 500 000		R2 000 000	TLM
TGG - 8	Office of the Mayor	Mayoral Cup Tournament & Gala Dinner	Inadequate public participation	All	Number of Mayoral Cup Tournament	1	1		R1 500 000		R4 000 000		R4 200 000	Private
TOTAL								R1 600 000	R4 850 000					
GRAND TOTAL								R5 700 000						

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KPA 6: MUNICIPAL TRANSFORMATION & ORGANISATINAL DEVELOPMENT													
STRATEGIC OBJECTIVE: The provision of effective, efficient and transformed human capital													
PRIORITY NO: 1 – 3													
PROJE CT NO.	PRIORIT Y	PROJECT NAME	BASELINE 2016/17	PORTFOL IO OF EVIDENC E	KPI	TARGE T	MTEF						Fund er
							2017/18		2018/19		2019/20		
							Annu al Targe t	Estimate d Cost	Annu al Targe t	Estimated Cost	Annu al Targe t	Estimated Cost	
	1	Service Delivery Vehicles - Fleet	No fleet available	Purchase orders		21	7	1 700 000	7	1 700 000	7	1 700 000	TLM
	2	Legal Fees & Publications	Inadequate legal publications	Provision of booklets		40	40	920 000		-		-	TLM

	3	Lease / rental of printers	No printers	Printers installed.		23	23	608 000	23	960 000	23	960 000	TLM
	4	Implementati on of OHS Act	Non-compliance to legislation	None	1	100%	1	500 000	1	500 000	1	500 000	TLM
	5	Training of employees	Untrained employees	Certificates and other results		60	48	500 000	60	2 000 000	65	2 500 000	TLM
	6	Telephone Management System	Non Telephone managemen t and monitoring	Reliable Telephone systems	Ensure a managed and	100%	100%	R 1 500 000.00	0	0	0	0	TLM
	7	Optimize Infrastructure	Unreliable network communicati on infrastructure		To ensure effective communicati on and access	100%	100%	R 600 000.00		Nil		NIL	TLM
	8	Disaster Recovery Plan (DRP)	The user data, servers backups are not performed for the		Ensure effective DRP for the entire system and	100%	100%	R 1 800 000.00		NIL		NIL	TLM

			period of sometime		Municipal data								
	9	Website revamp	The website currently is compatible with other media devices like smart phone and tablets which leads to community not to access municipally information.		Ensure a reliable , compliant & compatible website to be accessed by the community	100%	100%	R 90 000.00		NIL		NIL	TLM
	10	Microsoft and Antivirus Licensing volumes	Antivirus Licensing due for renewal Non compliance Microsoft licenses		Ensure legal licensed software for the Municipality are in place and information is protected against the malware threats	100%	100%	R 3 600 000.00		1 200 000. 00		1 200 000. 00	TLM
	11	ICT Strategy review	ICT strategy outdated		Ensure a reviewed	100%	100%	R 950 000.00		NIL		NIL	TLM

					ICT Strategy in place								
	12	Records Management System	Upgrading of Record Management System		Ensure updated Record management System	1	1	2 000 000	1	500 000	1	500 000	TLM
	13	Job Evaluation System	Finalisation of Job Evaluation system		Ensure that the Task Team Evaluation system is finalised	1	1	500 000	1	250 000	1	250 000	

7 SECTION G : INTEGRATION PHASE

The purpose of Integration is to integrate all sector plans and programmes for alignment purpose. To ensure that the results of project planning will be checked for their compliance with vision, objectives, strategies and resources and those will be harmonised. The harmonisation process will result in a consolidated spatial, financial and institutional framework as a sound basis for smooth implementation. The integration process entails the following programmes and plans:

7.1 SECTOR PLANS TABLE

NO	SECTOR PLAN/ STRATEGY/policy	CATEGORY	AVAILABLE/ NOT AVAILABLE	STATUS
1	Integrated Development Plan	Overall developmental vision of the municipality	Available	Annually (2011-2016)
2	Institutional Plan	Overall developmental vision of the municipality	Draft	To be approved by Council end May 2016
3	Spatial Development Plan	Overall developmental vision of the municipality	Available	Developed 2009, reviewed 2014
4	Land Use Management System	Overall developmental vision of the municipality	Available	
5	LED Strategy	Overall developmental vision of the municipality	Available	Developed 2009, reviewed 2014
6	Investment and Marketing Strategy	Overall developmental vision of the municipality	Available	Developed 2010, to be reviewed 2015/16
7	Water Services Development Plan	Service oriented	Available	To be reviewed
	Water Master Plan		Available	To be reviewed
8	Financial Plan	Overall developmental vision of the municipality	Available	
9	10 Year Master Plan for Thabazimbi	Service oriented	Available	
10	Energy Master Plan	Service oriented	Available	Developed 2005 to be reviewed
11	Electricity Sector Plan	Service oriented	Available	Developed 2010 to be reviewed
12	Consolidated Municipal Implementation Plan		Available	Developed 2011 to be reviewed
13	5/3 Year Capital Investment Plan		Not Available	
14	Environmental Management Plan	Service oriented	Not Available	
15	Tourism Development Strategy		Available	Developed 2011, to be reviewed 2015/16
16	Housing Strategy		Available	Developed 2010 to be reviewed 2015/16
17	Integrated Waste Management Plan	Service oriented	Available	Developed 2010 to be reviewed
18	Integrated Transport Plan	Service oriented	Not Available	
19	Integrated Human Settlement Plan	Service oriented	Not Available	
20	Infrastructure Investment Plan		Not Available	

NO	SECTOR PLAN/ STRATEGY/policy	CATEGORY	AVAILABLE/ NOT AVAILABLE	STATUS
21	Fraud Prevention Plan		Available	
22	Integrated Environmental Programme		Available	To be reviewed
23	Social Crime Prevention Strategy	Service oriented	Not Available	
24	Sports and Recreation Plan	Service oriented	Not Available	
25	Poverty Alleviation and Gender Equity Plan		Not Available	
26	Public Participation Strategy		Not Available	
27	Communication Strategy		Available	
28	Workplace Skills Plan		Available	
29	Employment Equity Plan		Available	
30	Risk Management Strategy		Available	
	Water and Sanitation Bulk Infrastructure		Draft	

8. SECTION H: APPROVAL

- Section 34 of the Systems Act requires that a municipal council must review its integrated development plan annually in accordance with its performance measurements.
- The Mayor managed also in terms of section 21 of the MFMA to co-ordinate the process for preparing the annual budget and reviewing the municipality's IDP with a time schedule outlining key deadlines, and presented same at least 10 months prior to the start of the budget year for adoption by Council